

# FINANCIAL TIMES

World Business Newspaper <http://www.FT.com>

FRIDAY SEPTEMBER 11 1998



FT Weekend tomorrow  
The twists and turns  
of an operatic plot  
in the Forbidden City



Consumer electronics  
DVD video sales jump  
boosts industry  
Page 4



Germany's election  
Greens - serious  
contenders for first time  
Page 3

European Pensions  
Common challenges,  
but no common market  
Magazine



Mastering  
Marketing  
A new 10-  
part series  
starts in next  
Monday's FT

## WORLD NEWS

### Iran to send 80,000 troops to border with Afghanistan

Up to 80,000 Iranian troops were preparing for military manoeuvres along Iran's border with Afghanistan amid renewed tension after the discovery of the bodies of nine Iranian diplomats killed last month by Taliban forces. Page 4

Bosnia efforts face poll test  
International efforts to rebuild Bosnia face a crucial test in elections this weekend, focusing on defeating the nationalists in the Serb-controlled entity. Page 2

Leap in US current account deficit  
The current account deficit, the broadest measure of US trade performance, leapt 21 per cent during the second quarter as the Asian economic crisis continued to hit exports. Page 5

Warning to Angolan factions  
UN secretary-general Kofi Annan warned that UN observers could withdraw from Angola unless the government and Unita rebels agree to stop fighting. Page 4

Euro zone divergence highlighted  
Economic divergences between countries in the euro zone were highlighted when Ireland reported its highest rate of inflation in six years and Germany its lowest since unification. Page 3

Europe-Vietnam accord ratified  
The European Union and Vietnam ratified an agreement liberalising trade in textiles and clothing during 1998-2000. Page 4

Rights groups target Chiquita  
US and European human rights and environmental groups urged Chiquita Brands to meet banana workers about alleged abuses on plantations. Page 4

Chinese ultimatum on Spratlys  
China demanded that Vietnam immediately withdraw from disputed territory in the Spratly Islands in the South China Sea. Page 4

Mafia fears in Corsica  
A French parliamentary commission said Mafia-like crime was on the rise in Corsica at a time when it was falling in Sicily. Page 4

Kosovo sanction in disarray  
An EU ban on flights by Yugoslav airlines to punish Belgrade for its policy in Kosovo was in disarray after Britain said it would not apply the sanction for a year. Page 4

Bell recaptured after four months  
Police recaptured Licio Gelli, sentenced to 12 years in jail for fraud linked to the 1982 collapse of Banco Ambrosiano, after more than four months on the run. Page 4

Israeli aircraft hit Hezbollah  
Israeli aircraft launched a series of raids on suspected Hezbollah guerrilla targets in Lebanon after the group killed four Israeli-backed militiamen with a roadside bomb. Page 4

Fossett and Branson team up  
US balloonist Steve Fossett, who crashed into the South Pacific last month, will join British businessman Richard Branson in a joint bid to make the first round-the-world balloon flight. Page 4

## WORLD MARKETS

### STOCK MARKET INDICES

	Gold	New York Comex	London	Paris
Dow Jones Ind Av	7,559.69	1,256.54	520.7	294.4
AMSDAQ Composite	1,372.49	(-1.08)		
Computer and Per. Equip.	1,250.54			
CAC40	5,580.35	(-172.78)		
DAX	4,747.33	(-205.54)		
FTSE 100	5,138.5	(-174.7)		
MI 20	14,686.03	(-89.51)		
MI 200	1,727.35	(-172.78)		
MI 500	1,250.54	(-172.78)		
MI 1000	1,172.78	(-172.78)		
MI 2000	1,172.78	(-172.78)		
MI 3000	1,172.78	(-172.78)		
MI 5000	1,172.78	(-172.78)		
MI 10000	1,172.78	(-172.78)		
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## EUROPE

BANCO AMBROSIANO GOVERNMENT RELIEVED BY GELLI RECAPTURE

# Joint operation nets Italian fugitive

By James Blitz in Rome

Licio Gelli, one of Italy's most wanted fugitives, was yesterday recaptured in Cannes by French and Italian police after an escape that had seriously damaged the morale of Romano Prodi's government.

In a year which has seen a string of spectacular failures by Italian police and justice officials, government ministers congratulated the French and Italian police for apprehending Gelli, one of the central figures in the 1982 collapse of Banco Ambrosiano, once the largest privately owned Italian banking group.

In April Italy's supreme court confirmed that the 70-year-old Gelli, the former grandmaster of the P2 masonic lodge, should be sentenced to 12 years' imprisonment for fraud connected to the collapse of the bank. The next month authorities admitted they had lost track of the criminal after he failed to turn up at a police station in his home town of Arezzo.

**German, Irish inflation diverges**

By John Murray Brown in Dublin and Tobias Buck in Bonn

The economic divergences between the countries which will adopt the European single currency were highlighted yesterday, when Ireland reported its highest rate of inflation in six years and Germany its lowest rate since unification.

Ireland's annual inflation rose to 3.2 per cent in the 12 months to August. Inflation in the year to July had been 2.7 per cent.

Germany's annual inflation rate dropped to 0.8 per cent in the 12 months to August, from 0.8 per cent for the year to July, the federal statistics office in Wiesbaden said.

The rise in Irish inflation is likely to put further strain on the country's national wage agreement, which envisaged pay rises of about 2 per cent. The wage agreement, a cornerstone of the government's macro-economic policy, trades off moderate wage increases and tax cuts.

The rise was largely expected as a result of a poor harvest and the knock-on effect of the weakness of the Irish pound earlier in the year.

Dermot O'Brien, economist with NCB stockbrokers, an Ulster Bank subsidiary, predicted inflation would peak in the next couple of months. However, the rise comes at a time when interest rates are set to fall as Ireland prepares for the European single currency in January.

EBS, one of the main building societies, dropped its mortgage rate on Wednesday, raising speculation the Central Bank may use Monday's weekly repurchasing operation to start the final stage of interest rate convergence.

Irish interbank rates, currently around 6 per cent, will need to converge with the equivalent rates in the rest of the euro zone by next year, when the euro is introduced. Benchmark interest rates, currently 8.3 per cent in France and Germany, are expected to be set at about 4 per cent at the beginning of 1999.

Ireland's Central Bank had been maintaining relatively high rates in a bid to restrain inflation and in the hope German rates would be raised by more than the current market consensus.

However, concerns about a possible global recession have increased the possibility that German rates will not rise by as much as expected, increasing the adjustment the Irish would have to make. With credit growing at close to 20 per cent, and annual house prices in Dublin soaring by 40 per cent to July, some economists are worried the drop in interest rates could further prime the boom.

This could result in higher inflation, at a time when Ireland may be giving up the policy instrument to deal with price pressures by joining the single currency.

After the recapture, Mr Prodi, prime minister, was quick to express "relief and satisfaction for an operation that has closed a serious wound in the authority and credibility of the state".

Gelli has long been deemed one of Italy's most notorious post-war criminals. The P2 lodge of which he was "venerable master" was, until its discovery in 1981, one of the most powerful secret organisations within the Italian state, uniting scores of figures in government and the military in anti-communist activity.

Gelli also exercised considerable influence over Roberto Calvi, the chairman of Banco Ambrosiano, who hanged himself in 1982 at the time of the collapse of the bank with debts of about \$1.300m.

His escape was a huge blow to the interior ministry and triggered calls for the resignation of Mr Giorgio Napolitano, interior minister, and Giovanni Maria Flick, justice minister.

It came shortly before the disappearance of Pasquale

Cuntrera, a leading mafia boss, and the theft of three famous paintings from a museum in Rome.

The Italian government will be quick to point out that the two criminals have now been recaptured and the three paintings recovered.

Problems with the Italian justice system that allowed Gelli to go on the run have not been completely resolved, however. Criminal trials in Italy can still take many years because defendants are allowed two appeals after an initial conviction.

During those appeals the presumption is that the defendant is innocent, making it difficult for courts to keep criminals in preventive custody until the supreme court has delivered a final verdict.

A package of reforms to streamline the justice system has been drawn up by Mr Flick.

But they have had difficulty making progress through parliament because of a lack of consensus within Mr Prodi's ruling coalition.

It came shortly before the disappearance of Pasquale

# For the first time, Greens treated as serious contenders

An electoral system that favours coalition government puts the environmentalists in an enviable position, writes Tobias Buck



## German elections

Veterans of Germany's Green party recall nostalgically the day when a young parliamentarian called Joschka Fischer strolled into the Bundestag, the lower house of Germany's federal parliament, dragging a pine tree ravaged by pollution.

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It came shortly before the disappearance of Pasquale

he might even wear a tie. Before then, however, the Greens must struggle to secure the 5 per cent share of the vote needed to enter parliament. And they will have to crack down on infighting within the party.

Ever since a party congress in March proposed tripling the price of petrol to DMs (\$2.70) per litre, the Greens' election campaign has produced one blunder after another.

A party that takes pride in its individualism, the Greens have always suffered from loose cannons firing from the back benches. But even by their standards, the series of gaffes shortly before a general election has been staggering.

Today, those sneakers are in museum. Provided opinion polls are confirmed by Germany's September 27 general elections, Mr Fischer, now leader of the Greens in the Bundestag, could well become vice-chancellor and foreign minister in a coalition government of Greens and Social Democrats.

As foreign minister, the former taxi-driver and student protester would take over the rotating presidency of the European Union in January. He would be entrusted with the task of brokering historic decisions such as EU enlargement and reform of the Common Agricultural Policy. Who knows,

A Green MP from Bavaria shocked a travel-hungry nation by suggesting Germans should fly to Majorca only once every five years. Motorists were put off by proposals to ban Formula One racing and introduce speed limits on autobahns. Comments by Jürgen Trittin, the party's joint national leader, comparing Germany's conscript army with Hitler's Wehrmacht provoked outrage across the political spectrum.

As a result, the Greens have seen their poll ratings halve from 12 per cent in January to 6 per cent this week.



Holger Börner, former prime minister of the state of Hesse, swearing in Joschka Fischer as environment minister during a session of the parliament in Wiesbaden in 1985. EPA/DPA

Mr Fischer and his pragmatic allies - "Realos" in the party slang - are furious. So were many Social Democrats, fearing the Greens could prove the Achilles heel in their campaign for a red-green coalition under Gerhard Schröder, the SPD's chancellor candidate.

Because Germany's electoral system rarely allows one party to rule alone, voters think carefully about potential coalitions. According to one survey, two-thirds of Germans regard the Greens as "unfit to govern" - a judgment exploited by Chancellor Helmut Kohl with his warning that a red-green government would lead to a "left republic".

This is the first time in their brief and turbulent history that Germany's Greens have been treated as serious contenders for power in Bonn. Statements that a few years ago would barely have raised an eyebrow are now scrutinised closely, because they could become government policy after September 27.

A lack of professionalism is the Greens' second handicap.

"We need spin-doctors able to think strategically and we need an adequate organisational structure," one official complains. The rule forbidding Green MPs to hold office in the party organisation is a case in point. Intended to prevent

the rise of Green "superstars", it forces Mr Fischer and other popular MPs into a secondary role in presenting policies to the public.

A third problem is a record of squabbling red-green coalitions at state level, which leads many voters to doubt whether red and green could agree to govern.

However, there are only two contentious political initiatives that the Greens say they will not abandon. They insist that nuclear power stations must be closed within about five years. They also want an "ecological tax reform" that would raise fuel and energy taxes, and so permit them to lower taxes on labour. Neither issue is likely to provide a big obstacle to a such a coalition.

Difficulties could arise, however, over the party's demand for one "heavy-weight" ministerial post. With Mr Schröder insisting that the SPD must have the interior, finance and defence portfolios, this points to the foreign ministry for Mr Fischer.

The biggest uncertainty looms beyond coalition talks. Voters worry whether the "Realos" could enforce discipline on radical leftwingers after a government is formed. "At the moment, it is only the prospect of success that keeps them quiet," one Green official has observed.

Whatever happens, the election will be a historic turning point for the Greens. Winning power could spur plans to bring the party's structure up to date, perhaps side-lining radicals. A failure to get into parliament or government by contrast, could spell fresh turmoil for a party on which, briefly, was tantalisingly on the cusp of coming of age.

# Greek bonds aim to boost privatisations

By Karin Hope in Athens

Greece's finance ministry yesterday announced the launch of privatisation bonds, which will be convertible into shares in state-owned companies by small investors as a means of overcoming lingering political opposition to privatisation. The drachma certificates will have a face value of Dr100,000 (\$335) each and interest earnings will be tax-free.

Buyers will be able to convert them into shares on preferential terms as the companies come to market from January.

Analysts said the issue of privatisation certificates would help the finance ministry achieve revenue targets in sales of smaller utilities and transport companies which might struggle to attract investors.

The seven companies due to be floated include the Athens water utilities, the ports of Piraeus and Thessaloniki, and the catering subsidiary of Olympic Airways.

Although nominally profitable, most companies on the list will have to be restructured before they can be offered for sale.

# Threat looms of smartcard standards war

By James Mackintosh in Cannes

Europay International, the European credit and debit card consortium, yesterday raised the threat of a standards war with Visa by adopting competing technology standards on smartcards.

Smartcards, which are being tested in the US and Europe, allow multiple uses of a single card, including credit cards, airline ticketing and supermarket loyalty cards.

Europay said it would work with Visa to try to unify electronic purse standards in Europe, despite having competing products.

Marc Dutrieux, head of smartcard development at Europay, said: "We think it is foolish to compete on technology." But he said he was confident that Maestro's MultiOS system was technically superior, and he expected most banks that issue both Europay and Visa cards to choose just one smartcard technology platform and rewrite the other brand's software for that platform.

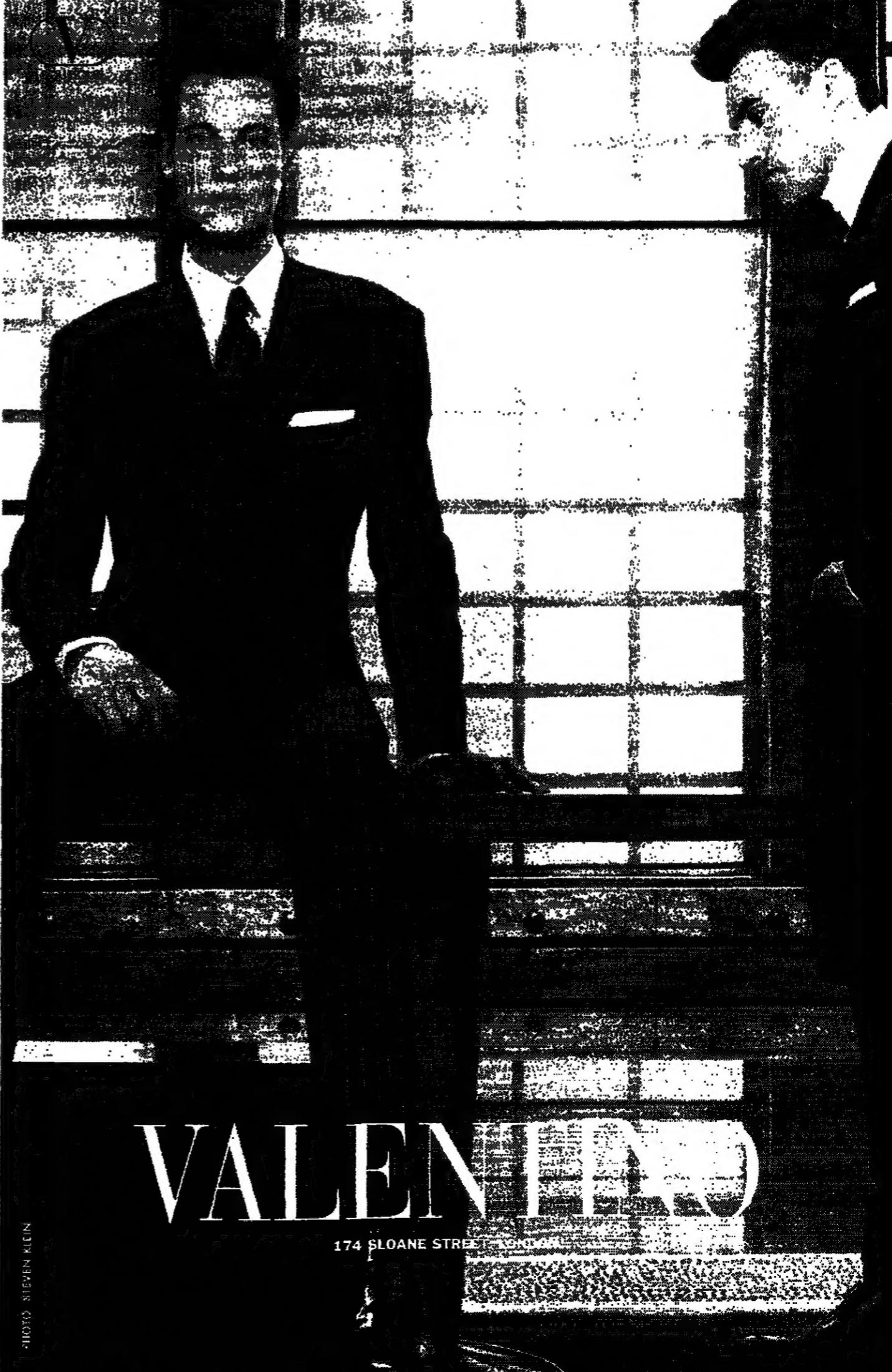
Europay also linked up yesterday with Geld Karte, a German "electronic purse" scheme already linked with Visa. Hans van der Velde, president of Visa EU, welcomed the move, saying it would assist efforts to create a common electronic purse standard for Europe. Electronic purses allow storage of cash in electronic form on a card, which may then be used to make small payments. Geld Karte has 45m cards in issue.

These smartcard decisions put Europay and its US partner, Mastercard, into competition with Visa over technology standards after several years of co-operation, which led to agreements such as the internet security standard SETs.

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Europay's choice of MultiOS promises to reduce the number of cards European consumers have to carry in their wallets by allowing one card to do many things.



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## INTERNATIONAL

AFGHANISTAN 80,000 TROOPS MASSED AS TENSION RISES OVER DISCOVERY OF DIPLOMATS' BODIES

## Iran starts military manoeuvres on Afghan border

By Mark Huband in Cairo

Up to 80,000 Iranian troops were yesterday preparing for military manoeuvres along Iran's border with Afghanistan amid renewed tension following the discovery of the bodies of nine Iranian diplomats killed last month by Taliban forces.

"The order for the manoeuvres has been issued. The forces, which have already taken positions in the area since one month ago, will carry out the manoeuvres at the decided time," Ali Shahbazi, commander-in-chief of the army, was yesterday quoted as saying by Iranian state television.

Taliban officials said yesterday the bodies had been found near the northern Afghan town of Mazar-i-



Sharif. Iran says 11 of its diplomats and an Iranian journalist disappeared when Taliban forces seized the town on August 8. The whereabouts of the two remaining Iranians is uncertain.

A Taliban spokesman yesterday acknowledged that Taliban fighters were responsible for the deaths but insisted they had done

so on their own initiative. The Taliban is prepared to hand the bodies over to the Iranian government, and has said it will find the killers and punish them.

A force of 70,000 troops was sent to Iran's north-eastern border with Afghanistan for three days of military manoeuvres last week. A government statement

issued before the discovery of the bodies said several extra divisions were being sent, increasing the force to around 80,000.

Commandos, special forces, armoured artillery, and mechanised units backed by the air force and the army's air corps will take part in the war games," Major General Shahbazi said.

The announcement came two days after Ayatollah Ali Khamenei, Iran's supreme leader, and overall commander-in-chief of the armed forces, said Iran was not planning a military confrontation with the Taliban.

The official Iran News Agency (Irna) quoted Gen Shahbazi yesterday as saying that Iran had detected "unusual" troop movements

on the Afghan side of the border. "The Islamic Republic of Iran army, on orders from the commander-in-chief of the armed forces, will carry out its duties in defending the territorial integrity of the country and in guaranteeing national security regardless of big powers' threats," Irna quoted him as saying.

The Taliban, which has in the past received military advice from Pakistan, accuses Iran of backing the opposition militia alliance which was forced out of its stronghold of Mazar-i-Sharif last month. Iran denies the charge. It blamed Pakistan, which was the first country to recognise the Taliban government when it seized the Afghan capital Kabul in 1996, for the delays in establishing

the whereabouts of the dead diplomats.

Pakistan said yesterday it had "been in intensive contact with both Iran and Afghanistan in order to persuade the two brotherly countries to exercise their restraint and resolve their differences through negotiations".

Along with a possible Taliban troop build-up along Afghanistan's border with Iran, Taliban fighters are closing in on the main Shia stronghold of Bamyan province. Afghanistan's Shia Moslem minority have strong ties with predominantly Shia Iran.

Afghanistan's two Shia political factions, the Hezb-i-Wahdat and the Harakat-ul-Islami, are both now effectively encircled by Taliban forces.

The Sunni Moslem Taliban have been accused of targeting Shia Moslems during their four-year military advance through Afghanistan. Taliban forces entered Bamyan province last week and have the airport of Bamyan town in range of their heavy artillery, a Taliban official said yesterday.

The responsibility to protect Afghanistan's Shias is likely to influence public opinion in Iran, which is strongly divided over what action should be taken to oppose the Taliban. Iran is also home to 1m Afghan refugees, and the Iranian government is determined to avoid the unrest among its Afghan population, which may be caused by action against Afghanistan.

## Warning by UN to Angola foes

By Laura Silber at the United Nations in New York

Kofi Annan, United Nations secretary-general, yesterday warned that UN observers could withdraw from Angola by February unless the government and Unita rebels agreed to end their fighting and implement the peace accord reached in 1994.

In a report to the Security Council, Mr Annan proposed that it review by November the situation in Angola and the continued presence of the 11,500-strong UN mission.

"At the time of the November review, it appears

there has been no substantial progress towards full compliance by the parties with their respective obligations... the reduction of the force would be accelerated with a view to closing it down by early February 1999," said the report.

Mr Annan, however, left the door open for progress. In the event of a step forward, the UN would maintain and perhaps bolster the force, comprised of 661 troops, 401 police and 82 military observers.

Both sides "seem to be preparing themselves for a confrontation," Mr Annan said, urging the government to establish an effective and secure environment in which Unita would have no reason to fear the consequences of its transformation into a genuine political party.

The Council last night was considering Mr Annan's report. Diplomats yesterday said they believed the UN was unlikely to pull out completely despite the deteriorating situation.

The Lusaka Protocol, mediated by the UN in 1994, ended 19 years of conflict but Unita has refused to implement the agreement fully.

Last week the government said it would sever all contact with Jonas Savimbi, Unita leader.

## South Africa's 'affirmative action' law meets some negative responses

Victor Mallet reports on controversial legislation designed to unravel the legacy of apartheid which has dismayed employers

The rightwing Freedom Front calls it "abhorrent" and says it is a licence to discriminate against white males; liberals condemn it for "re-racialising" South Africa four years after the end of apartheid; most employers hate it, although they are afraid to say so in public; but many black professionals say it is a long overdue measure to right the wrongs of the past.

South Africa's Employment Equity Bill, an ambitious piece of "affirmative action" legislation, is about to become law. Parliament in Cape Town completed its scrutiny of the bill this week, and all that remains is for President Nelson Mandela to sign it.

No law has aroused such controversy in South Africa since the end of white minority rule, when the African National Congress came to power in the country's first

and factories to benefit the black majority after centuries of white domination.

The law will require companies with more than 50 employees, or with turnover above specified limits, to ensure that previously disadvantaged groups – including blacks, women and the disabled – are adequately represented throughout the work-force on the basis of the all-race election in 1994.

**The ANC's purpose is nothing less than a complete change in the balance of power in offices and factories to benefit the black majority after centuries of white domination**

UK. Its aims are closer to those of Malaysia, which implemented laws to favour the majority Malays over the richer but less numerous ethnic Chinese: the ANC's purpose is nothing less than a complete change in the balance of power in offices

"demographic profile" of the relevant region and the country as a whole.

"In general, they must thus aim at a workforce which is 75 per cent black at all levels, as well as 52 per cent female and some 5 per cent disabled," concluded an

assessment of the bill by the South African Institute of Race Relations.

Employers will have to draw up an employment equity plan and file regular progress reports to the Labour Department. Those who fail to comply will be denied government contracts and can be fined up to R900,000 (\$145,000) for each contravention. One of the new concessions to employers is the recognition that the size of the "pool of suitably qualified people" must be taken into account.

Business organisations, which are largely white as a result of the country's apartheid legacy, say they accept the need for some form of affirmative action, but they are alarmed by some of the bill's provisions and by the fact that it does not envisage a finite period after which affirmative action will no longer be needed.

In particular, they dislike being obliged to set "numerical goals" for different categories of employees, something they view as a thinly disguised quota system. They believe the bill gives very wide discretionary powers to the labour minister. They criticise its attempt to reduce wage differentials for different types of work. And they say the clause putting the onus of proof on employers – who must prove they are not discriminating whenever they are accused of doing so – will prompt a torrent of spurious complaints.

Employers say this and other "first world" labour laws are inappropriate for a developing economy, will discourage job creation and do nothing to reduce South Africa's 30 per cent unemployment rate. Above all, the low quality of education for black South Africans under

way to go," he says. "The attitude is the problem, which means it's necessary to have laws."

ANC leaders insist that the use of racial classification is the only way to analyse employment practices and thereby reverse the discrimination of the past. Surveys show that more than 90 per cent of senior managers in South Africa are still white. As the ANC's Godfrey Oliphant said in parliament recently: "The shop-floor is black and the boardrooms are white. That is the reality of South Africa."

Shepherd Mdlalana, labour minister, said this week that those who opposed the bill wanted to entrench the privileges granted under the old regime and to "condemn blacks, women and the disabled to the margins of society".

Black opinion, however,

is mostly in favour of the new law. Tshenolo Motlala, creative director of a small black-owned advertising agency called MDS-DD&M, says bitterly that legislation is essential because most white employers are still reluctant to move of their own accord. "It's the only

black opinion, however, is mostly in favour of the new law. Tshenolo Motlala, creative director of a small black-owned advertising agency called MDS-DD&M, says bitterly that legislation is essential because most white employers are still reluctant to move of their own accord. "It's the only

## WORLD TRADE

## Skoda in talks over \$450m engine plant

By Robert Anderson in Prague

Skoda Auto, the Czech carmaker 70 per cent owned by Volkswagen, plans to build a \$450m engine plant if it wins the right incentive package from the Czech government.

The project would be one of the biggest recent foreign investments in the country and would represent a massive increase in Skoda's spending plans. Volkswagen, the German carmaker, invested DM2.1bn (\$1.2bn) in the company between its priva-

tisation in 1991 and the end of last year. It had planned a further DM2.4bn injection by the end of 2002.

Because of the size of the investment and the fact that the plant – at Skoda's main factory at Mlada Boleslav, north of Prague – would produce up to 500,000 one litre and 1.4 litre engines a year, not only for Skoda but for the whole VW group, the Czech company is believed to be competing for the cash with other VW operations, particularly in Spain and Poland.

Miroslav Gregr, the new industry minister, has backed Skoda but the final decision will depend on discussions with the Ministry of Finance. A spokesman for the industry ministry said yesterday: "A concrete proposal should be offered to the company at the end of September."

VW had planned to build a modern engine plant with Skoda when it took the company over, but the scheme was cancelled in 1993 when the parent company decided to go for a leaner operation

with less fixed costs after its experience with Seat in Spain.

Until now the existing Skoda plant has built engines for the smaller Felicia model but only undertaken final assembly for the Octavia mid-range saloon.

The engine plant would complement the rapid expansion in car production at Skoda, the Czech Republic's biggest company. It produced 387,405 cars last year and had planned 410,000 vehicles this year, rising to 500,000 by the turn of the

century. However, a spokesman admitted yesterday that the company might need to revise these plans because of the 16 per cent fall in domestic sales in the first half caused by the economic slowdown.

The project is important for the Czechs, who have fallen behind their neighbours in attracting foreign investment, partly because they offer more generous incentives. In the first half of this year the Czech Republic received \$88m in foreign direct investment, less than half that received by Hungary and a tenth by Poland.

A new scheme of incentives was announced in May, though it has been criticised for failing short of those offered by neighbouring countries. Mr Gregr wants to revise the package by lowering the minimum \$25m investment required and offering special incentives for spending of more than \$150m. Two companies – AZG of Germany and Hayes Wheels of the US – had so far received the new incentives.

## DVD Video comes thundering back from disaster

It promises a lucrative source of sales, but faces a new threat, Alice Rawsthorn reports

A product launches go, the early days of DVD-Video, the compact disc version of the video cassette, were little short of disastrous.

Being billed as the "hot-new thing" did not help, but DVD's development was also marred by a row over hardware technology, and a battle with the Hollywood studios over their terms for releasing films on the discs.

When DVD players were introduced to Japan in 1996 and the US in 1997, sales were well below expectations. Yet sales have risen sharply in both countries this year, and are running ahead of target in Europe, where DVD was launched this year. Despite its inauspicious start, DVD now seems poised to become a popular and profitable product.

"We're very, very pleased with its progress," says Warren Lieberfarb, president of Warner Home Video, part of Time Warner, the US entertainment group. "Over 1m DVD players have been sold in the US in its first 18 months, against 90,000 video recorders and 275,000 CD players in their first two



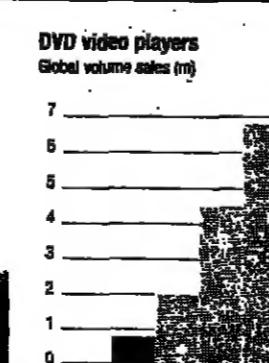
years. That means DVD has outsold the VCR 10-1, and the CD by 4 to 1."

If the market continues to develop at its present pace, DVD will provide a sorely-needed fillip for the world's consumer electronics makers, after a difficult time when their established products, notably VCRs and audio-CD players, have hit maturity.

It also promises to create a lucrative source of software sales for Hollywood studios and other film producers, now facing a squeeze on video revenue. They hope consumers will buy DVD versions of favourite films on video-cassette, just as they replaced old vinyl albums with compact discs.

But past efforts to launch entertainment software products, notably laser discs for film and digital compact cassette (DCC) for music, have proved consumers will not accept a new format, unless convinced it offers a big improvement over its predecessor at a reasonable price, and that plenty of software will be available.

Both the hardware and software sectors were deter-



profitable video retail market only developed when cassettes were produced at high enough volume for prices to fall.

But DVD benefits from far lower production costs, because the raw materials are cheaper and the discs are made at existing audio-CD plants.

Matsushita, Japan's largest electronics group, now expects DVD to be installed in 10 per cent of US and Japanese homes within four years. Yet despite its promising progress, DVD still faces what could be its biggest obstacle: competition from video-on-demand when that stream comes on.

The first DVD software

## NEWS DIGEST

## EU-VIETNAM TRADE

## Agreement on textiles and clothing is ratified

The European Union and Vietnam yesterday ratified an agreement liberalising bilateral trade in textiles and clothing during 1998-2000. The agreement removes EU quotas on 22 categories of textiles and clothing from Vietnam and replaces a 1993 textile and clothing trade agreement. It also increases by nearly a third the size of remaining EU quotas on imports of 29 other categories of textiles and clothes. It also reduces Vietnamese duties on imports of EU textiles and clothes. The reductions amount to 2 per cent in 1998-99 and to between 3-5 per cent in 2000-2001. The value of EU imports of textiles and clothes from Vietnam was about Ecu500m (\$545m) in 1997. The EU exported textiles and clothes to Vietnam worth about Ecu50m in 1997. International Staff.

## INVESTMENT IN CHINA

## Israelis to build potash plant

Dead Sea Works (DSW), Israel's potash company, yesterday approved plans to build a \$486m joint venture potash plant with the Chinese government, a move which will reduce China's dependence on imports.

The Chinese government, along with the state-owned Miga Corporation, will hold a 67 per cent stake and DSW the remainder. Production, to start in four years, is expected to have an annual capacity of 850,000 tonnes. Despite overcapacity in world markets, Shaul Ben-Zeev, chief executive of DSW, said China would be able to absorb all its own potash production. The venture will be financed by Chinese and international banks. The agreement ends several years of negotiations, started by Shaul Eisenberg, head of Israel Corporation, the parent company of DSW, before his death last year. Judy Dempsey, Jerusalem

## FARNBOROUGH AIR SHOW

## Airbus adds to record orders

Airbus Industrie yesterday topped its record tally of more than \$1bn worth of new orders announced at this week's Farnborough air show, with orders for three more A319 short-haul jets. The consortium said it had won an order for two A319s from Dutch-based leasing firm Debit Air Finance valued at \$80m and had sold a A319-CJ corporate jet version of the aircraft to a Middle East buyer.

## OECD Export Credit Rates

The Organisation for Economic Co-operation and Development announced new minimum interest rates (per cent) for officially supported export credits for September 15 1998 to October 14 1998 (August 1998 to September 15 1998 in brackets)

D-Mark	4.99	(5.37)	Yen	2.20	(2.20)
Euro</td					

border Warning by UN  
Angola foes

## ASIA CONCERN PROPOSALS BEING STUDIED

## Downturn in Japan 'set to continue'

By Gillian Tett and  
Mitsuye Nakamoto in Tokyo

Japan's downturn will continue into the early autumn, Eisuke Sakakibara, Japan's vice minister of finance for international affairs, has warned.

"From what we have observed in July and August, the July to September quarter will not be good," he said.

Mr Sakakibara, who has hitherto been consistently upbeat about the economic outlook, insisted that a rebound would occur later this year, as public spending projects would start in September.

However, his comments highlight the growing sense of alarm felt in the Japanese government about the economic downturn in Japan and the rest of Asia.

They come amid signs that Japan may now be pressing for a broader easing of monetary policy by other western countries such as the US.

On Wednesday the Bank of Japan announced that it would loosen monetary policy for the first time in three years by guiding down the overnight call rate - or the money market rate - from around 0.5 per cent towards 0.25 per cent.

The bank has denied that this move was decided in co-ordination with the US. But speaking shortly before the bank's decision was announced, Mr Sakakibara warned that some "major accommodative policy" was needed across the region.

"I don't think the Asian or world crisis is over. We are on the verge of a deflationary spiral and we need to avoid that," he said. "Japan is pursuing an expansionary policy and I think sentiment in the US has shifted slightly."

Separately, Mr Sakakibara also indicated that Japan is considering other proposals

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## Yields on long-term bonds at new low

By Edward Luce,  
Capital Markets Editor

The yield on Japanese long-term bonds hit a new low yesterday in a sign that the Bank of Japan's decision to ease credit on Wednesday had the opposite effect to that intended.

With the yield on the 10-year Japanese government bond touching 0.84 per cent at one point yesterday, economists said the Japanese debt markets were entering uncharted territory. The sharp rise in government bond prices (triggering a corresponding fall in bond yields) came after the bank's decision to reduce the overnight interest rate to 0.25 per cent from 0.5 per cent in an attempt to boost liquidity.

"We can't recall any time in modern history that the long bond yield has dipped below 1 per cent in Japan or elsewhere," said Kurt Shah, chief market strategist at Sanwa International. "Investors are putting their money into the safest instrument, Japanese government bonds."

In a normally functioning economy, much of the liquidity generated by an interest rate cut would go into the stock market in the expectation of higher corporate profits. However, economists say that Japanese investors clearly interpreted the interest rate easing as a sign of desperation on the part of the BoJ rather than as a measure which would boost activity in the real economy.

"As long as there is the fear of another bankruptcy in the banking sector or of a deepening recession, investors will continue to buy bonds," said one trader.

"The yield could even fall as low as 0.5 per cent."

The dilemma for the Japanese authorities is that negative sentiment could defeat the benefits of any further reduction in interest rates. "This is a vicious cycle for the economy," said Mr Shah, "and a virtuous cycle for the bond market."

## ASIA-PACIFIC

## Thais agree on debt restructuring

By Ted Bardecks in Bangkok

Thailand's central bank, the country's leading industry associations and foreign and domestic financial institutions yesterday endorsed a framework for corporate debt restructuring in a last-ditch attempt to prevent the government from taking charge of Thailand's mounting bad loan problem.

The 19-point non-binding plan will be used as the guideline for all corporate workouts involving multiple creditors, including 800 cases involving more than Bt200bn (\$4.9bn) that the central

bank has said can be resolved quickly.

Key points of the framework include: the principle that debt restructuring will require business reorganisation - not just new loan repayment terms; a promise by debtors to provide accurate and timely financial information; a pledge by creditors that if such information is forthcoming they will agree to a "standstill" and not charge default interest and other penalties; and that creditors will be treated equally with equity holders suffering the first losses.

Although the plan does

not by itself initiate any debt restructuring talks, "it should not be taken lightly... as it sets out a standard of practice and can be referred to as a starting point for talks," said Chatumongkol Sonakul, governor of the Bank of Thailand.

Past efforts at debt restructuring have floundered as creditors squabbled among themselves and with borrowers over how to conduct negotiations. Bankers and economists say a recovery in Thailand cannot be engineered unless the bad debt problem is dealt with.

While continuing to sup-

port "market-based" solutions, the government has recently shown impatience with the lack of progress and stepped up its involvement in debt restructuring negotiations. Mr Chatumongkol said senior central bank officials were being assigned to monitor 20 large and important restructuring cases.

More direct intervention could be coming soon if the guidelines announced yesterday do not foster quick solutions, officials say. Thailand's most recent letter of intent with the International Monetary Fund says that, if necessary, the government

will develop procedures "for enforcing [the] timetable for implementing [the] agreed guidelines, including arbitration among deadlocked creditors".

Progress on corporate debt restructuring will be a "key focus" of the IMF's November review of the Thai economy, said the IMF resident representative, Reza Moghadam. He said for yesterday's guidelines to work, Thailand must press on with changes to bankruptcy and foreclosure laws as the current legal framework "does not exert enough pressure on debtors".



Shirish conditions could pose threat to his government

## IMF team due for Pakistan talks

By Farhan Sohrawari in Lahore

Members of a team from the International Monetary Fund are due to arrive today in Islamabad, to discuss a loan programme to help stave off an impending foreign debt crisis.

In Saudi Arabia yesterday

Islamic commercial bankers delayed a decision on Pakistan's request for new commercial loans. But the Jeddah-based Islamic Development Bank (IDB) agreed to put \$200m towards what

bankers said would be a Pakistan fund where Gulf-based Islamic banks would make further investments. Pakistan is seeking a package of \$1.5bn from the IDB and other institutions. But bankers say Pakistan may run into difficulties repaying the loan, on which it is understood to have offered an interest rate of 5 per cent over Libor.

Independent analysts

warned that the IMF negotiations could involve tough conditions that would further undermine the beleaguered government of Nawaz Sharif, prime minister. The Pakistani opposition, which recently

launched a campaign against plans to introduce new Islamic shariah laws, is

likely to oppose such measures as increases in utility

tariffs or cuts in spending on

development projects.

By Louise Lucas in Hong Kong

With its big August battle over, Hong Kong is now counting the cost. The tally so far: a depleted war chest and lower interest rates that have brought stability to the markets but carry a sting in the tail.

The sting is a potential drift of money out of Hong Kong dollar deposits and into US dollars. Around 56 per cent of deposits are held in the local currency as savers enjoy the boon of 10 per cent returns.

Since the government successfully imposed its new measures on the market, interest rates have dropped and the premium over US dollar rates in savings accounts is narrowing. The moves, says Simon Maughan, head of Indosuez W.J. Carr, "might totally backfire and undermine the peg because only now does the man in the street move over Libor."

The reserves are a potent weapon in the defence of its currency peg, the linchpin of Hong Kong's financial system, which fixes the exchange rate at HK\$7.8 to US\$1.

The peg is backed by a currency board, under which all Hong Kong dollars are backed by the equivalent number of US dollars.

of the reserves, some US\$17.5bn belonged to the Land Fund and a further \$30bn belonged to fiscal reserves. Neither, she said, could be spent without legislators' approval.

He admitted spending US\$6.2bn in the foreign exchange markets in the first two weeks of August.

These funds were used to absorb heavy selling of Hong Kong dollars in what the government has described as a massive pan-global attack.

In the following two weeks, the government changed tack and began aggressively buying shares.

The share-buying binge is estimated to have cost some US\$1.4bn to US\$1.5bn - a figure economists say is likely to include the \$6.2bn spent on foreign exchange, which left the government with Hong Kong dollars.

Further funds were ploughed into the futures market. Traders reckon the government bought around 40,000 August futures, which

expired at the end of the month and generated a profit of less than US\$30m. It has less than 30,000 September contracts outstanding.

Even if the damage is limited to US\$1.5bn worth of money in Hong Kong stocks, legislators and analysts see cause for concern. Margaret Ng, a legislator, noted that

His estimate of the money remaining in liquid investments is around HK\$300bn (US\$33.5bn). Of that, HK\$50bn has to be kept to back notes and coins in issuance.

"If 50 per cent of all selling is going to be money removed from Hong Kong - foreign selling - for a year or so, then we have got another two defences of similar size to August left."

"The minute we have done two and we have only got one left, it's all over," he says.

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LOCKHEED MARTIN

## THE AMERICAS

DISABLED PRESIDENCY IMF FUNDING IS JUST ONE OF SEVERAL VITAL POLICY ISSUES ON THE BACKBURNER BECAUSE OF THE FUROR OVER KENNETH STARR'S REPORT

## Nation waits to see if Clinton is down or out

By Nancy Dunne in Washington

**C**ongressional Democrats yesterday waited with trepidation for the public release of the special prosecutor's report on President Bill Clinton's alleged transgressions. "If there's any silver lining, it's that God this didn't happen to someone really important like Rubin or Greenspan," said one senior Democratic aide, speaking of Robert Rubin, the treasury secretary, and Alan Greenspan, chairman of the Federal Reserve.

The presidential strategy of public apologies was due to embrace the Senate yesterday, including many

senators who have been defending Mr Clinton for months. It remains to be seen whether the "palpable anger" that one senior aide described within the Democratic caucus in the Senate.

Members remain angry that when Mr Clinton arrived in Washington there was a large majority of Democratic senators - 58 out of 100 - and now there are only 45. The sting of the prosecutor's report could cause that number to slide to 40 in the mid-term elections in November, which would give the Republicans complete control of the Senate agenda and move the body further to the right.

There seems to be little gratitude for the president's tolls to raise funds for fellow Democrats, even while under attack for campaign finance practices in the 1996 campaign. He did little to cultivate relationships on Capitol Hill, and there is still hostility over the "triangulation" strategy he employed, moving right after the Republican takeover and ultimately signing a welfare "reform" bill which most Democrats deplore.

"He's as selfish in his politics as he is in his sex life," said one Democrat, who worried that Senator Tom Daschle, the Democratic leader in the Senate, was close to losing control of what has been a

unified party caucus. "This complicates the agenda, but it hasn't diminished it," Senator Daschle said yesterday. "It's difficult to compete because we are thwarted by a Republican Congress refusing to act on the patients' bill of rights" among other social policy items.

In the House, Democrats are worried that the preoccupation with an impeachment inquiry will reduce the already dubious prospects for passage of \$18bn for the International Monetary Fund and back dues for the United Nations. The House appropriations committee yesterday was expected to vote only \$3.5bn for the IMF, resisting

pleas that the turmoil in the world financial markets requires more.

Congressman Barney Frank, a key member of the judiciary committee, bemoaned the loss of debate over health care and campaign finance. "There is a need for debate over globalisation, the volatility of capital, interest rates," he said, but these are obscured by the obsessive coverage of the impeachment inquiry. The congressman said the president's behaviour was "irresponsible" but "it doesn't justify impeachment."

The common refrain is the president's chances of rehabilitation depend largely on evidence in the special prosecutor's report, which could be released today. Republicans know that for impeachment proceedings to succeed, they must have a bipartisan approach.

House leaders vowed that they would rise above party, but differences are already emerging.

While Republican leaders were planning to rush the report out on the Internet, minority leaders in both houses said Democrats did not want Congress to be so hasty. "There's a deep feeling in the (Democratic) caucus that the president has the right to see the material for a reasonable time before it's released to the public," said Richard Gephardt, House minority

leader. "There's a great desire for fairness. There's a great desire to do this in the right way. Members understand the importance of what's being done here."

However, Gerald Solomon, chairman of the House rules committee, proceeded to draw up a resolution authorising publication of the 445-page report.

Among the various groups which work closely with the White House, there was general weariness about the scandal which has obscured so many issues.

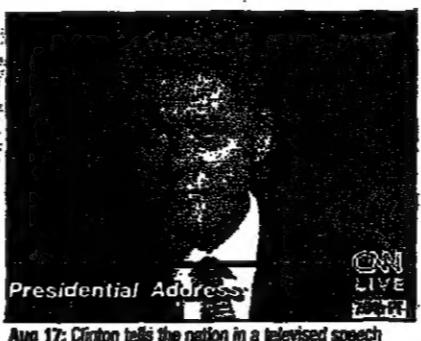
Healthcare and immigration reform are also potential victims of the scandal. "There is a great sadness among 'New Democrats' (centrists), said



The fall from grace of a man doing a good job



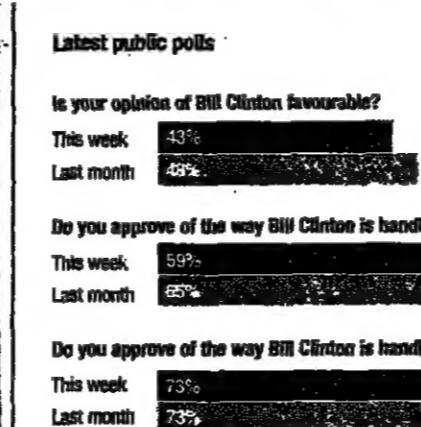
Aug 6: Starr testifies to grand jury



Aug 17: Clinton tells the nation in a televised speech that he had an inappropriate relationship with Lewinsky



Sep 3: Key Democrat Senator Joseph Lieberman says Clinton's behaviour was immoral



Richard Stengel

## Impeachment: just start of a painful process

By Richard Wolfe  
Washington

If it were to happen, impeachment would be just the start - not the end - of the painful process of charging the US president or other officials with what the constitution calls "Treason, Bribery or other high Crimes and Misdemeanors".

Impeachment is merely a charge or indictment, which must begin in the lower House of Representatives with a simple majority vote.

The actual trial of the accused would be conducted in the upper

branch of Congress, the Senate.

The chief justice of the US would preside over the trial of a president, followed by a debate among senators in closed session. A two-thirds majority of senators present would be needed for a conviction.

Punishment would take a single form: the removal from office. Its primary purpose is to protect the public office from corruption and failing into disrepute.

However, criminal charges could follow in the traditional courts.

The process of impeachment would start

with the House voting for a resolution ordering the judiciary committee to investigate the charges. That initial step began yesterday with a resolution in the House to direct the judiciary committee to undertake an inquiry into whether grounds exist to impeach William Jefferson Clinton, the President of the United States.

Punishment would take a single form: the removal from office. Its primary purpose is to protect the public office from corruption and failing into disrepute.

For the Founding Fathers, impeachment was intended to be a complex constitutional process - not a means of waging political war. The exception was the Republican-led impeachment of President Andrew

Johnson in 1868. President Johnson, a southerner, was accused - among other things - of speaking disrespectfully of Congress in a loud voice.

The trial, based on 11 articles of impeachment, lasted for three months and centred on the sacking of Edwin Stanton, war secretary. The Senate voted to convict the president, but missed the two-thirds margin by one vote.

In 1974, the Watergate scandal led to a very different impeachment process. The House judiciary committee voted in favour of resolutions charging that

President Richard Nixon had helped to cover up the Watergate break-in. But he resigned before the House voted on impeachment, after releasing a transcript of taped conversations revealing his own role in the cover-up.

His departure from office came only after Republicans went to the White House to say they could no longer support his presidency.

He was never tried for his involvement in the Watergate burglary and cover-up, because he was pardoned of all crimes by his successor, President Gerald Ford.

## US trade hit hard by Asian crisis

By Adrian Michaels  
In Washington

The current account deficit, the broadest measure of US trade performance, leapt 21 per cent during the second quarter as the Asian economic crisis continued to hit exports, the Commerce Department said yesterday.

The deficit deteriorated to a record \$56.5bn in the period from April to June after a deficit of \$46.7bn in the first quarter. Most of the increase came from the merchandise trade deficit, which rose to \$64.8bn from \$55.7bn.

The increase means the current account deficit for this year could top \$200bn, which would be the worst figure since records began after the second world war.

The trade surplus in services improved slightly but was more than offset by a deficit in investment income.

Ed McKelvey, at Goldman Sachs in New York, said the current account figures were largely in line with expectations. The rise was not all down to Asia, he said. Some had come from a drop in exports to Europe and also from the strength of the US economy.

The Labour Department announced that initial unemployment claims rose 8,000 to 312,000 last week, mostly because of the strike at Northwest Airlines. This was the highest figure since mid-July.

## Microsoft counter-attack pulls in entire computer industry

The group appears to be seeking evidence of conspiracies by rivals to undermine its market position, writes Louise Kehoe

Microsoft's antitrust battles are threatening to engulf the entire US computer industry as new allegations and counter charges involving several of the industry's largest companies are dragged into the case.

Less than two weeks before the scheduled start of the landmark antitrust trial against Microsoft by the US Justice Department and 20 state attorneys-general, the complex relationships between the software giant's rivals and partners are coming under increased scrutiny.

Microsoft has issued subpoenas to Apple Computer, International Business Machines, Intel, Netscape Communications, Novell, Oracle and Sun Microsystems demanding information about their efforts to collaborate in competition with Microsoft.

The companies have been "doing everything Microsoft is doing, and possibly more," Microsoft said. Intel is already facing antitrust charges brought by the Federal Trade Commission.

Microsoft's subpoenas appear to be an attempt to seek evidence of conspiracies by rivals to undermine its market position. In effect, the company is saying that, if it is charged with antitrust violations, then several other companies should also face charges.

Microsoft said it had issued the subpoenas in response to "new and groundless allegations" introduced by the Justice Department last week. In a move to bolster their case against the software group, prosecutors added charges that the company had used its monopoly power to pressure Intel, Apple and others to drop multimedia software

in which it operates. Relationships among software and computer companies are often complex. The industry has coined the term "co-operation" to describe how companies frequently compete vigorously in one market segment, only to co-operate in another.

Just this week, for example, Microsoft and Sun Microsystems are facing each other in a Californian courtroom in a dispute over Java, a software development technology. Yet on Wednesday Sun announced moves to make its computers run on applications designed for Microsoft's Windows operating system.

If Microsoft's rivals are to come under scrutiny, so too may its partners. Intel, the company's closest partner, has been the "handleader" of efforts to unify Unix, a widely used computer operating system, according to Larry Ellison, chairman of Oracle and an outspoken critic of Microsoft.

Prosecutors have portrayed Microsoft as a bully, hitting out at its smaller rivals and demanding exclusive allegiance from its partners. However, by broadening the case, the Justice Department has given Microsoft an opportunity to present a more detailed picture of its role within the computer industry and the complicated mix of rivalry and collaboration



AP

Microsoft's actions are likely to have a significant impact on the entire computer industry. The company's market dominance has been a source of concern for regulators and competitors alike. The subpoenas issued by the Justice Department and state attorneys-general are a clear indication that Microsoft is facing a major legal challenge. The company's response, which appears to be a counter-attack on its rivals, is likely to further complicate the situation. The outcome of this case will have far-reaching implications for the computer industry and the software market as a whole.

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## BRITAIN

MONETARY POLICY INTEREST RATES ON HOLD BUT MAY BE CUT IF INTERNATIONAL CONDITIONS WORSEN

## Central bank issues rare 'risk' warning

By Richard Adams and David Wighton

The Bank of England, the UK central bank, yesterday said it was ready to cut interest rates if the international economic situation worsened.

After voting to keep official interest rates unchanged at 7.50 per cent, the Bank's monetary policy committee took the unprecedented step of stating that it had discussed "the potential impact of recent international and domestic economic developments" on the UK.

"Although the committee judges that the current level of interest rates is necessary to meet the inflation target, it recognises that deterioration in the international economy could increase the risks of inflation falling below the target. The committee will continue to monitor these risks," the Bank said.

The statement was the first time the committee had commented following a "no change" decision in its 16-month history. The committee is mandated by the government to aim to keep underlying inflation at an

annual rate of 2.5 per cent.

Michael Saunders, UK economist at Salomon Smith Barney investment bank in London, cautioned against exaggerating the committee's eagerness to cut rates. "From the MPC's side, external events would have to worsen, or the impact of

unemployment will increase by 230,000 by the end of 1999, compared with the 200,000 increase it expected in the summer. It also warned the pound would continue to look "vulnerable outside the stability of European monetary union, caught between the dollar and the euro". The organisation also believes the slowdown in world trade will put pressure on UK

exports. But it says an "outright recession" can still be avoided in the UK if the government's economic policy can ensure stability over the coming year.

It also calls for a cut in interest rates, a managed exchange rate policy with a commitment to a DM2.50 target rate for entry of the pound into ERM and a "regionally-targeted public investment programme".

cent by the end of this year. Sterling sank by two pence against the D-Mark during the day to DM2.845, the pound's weakest level against the German currency since last October.

The Confederation of British Industry, the employers' group, said the depressed outlook for the UK economy meant a cut was urgently needed.

The CBI's distributive trades survey for August found that 34 per cent of retailers reported a fall in annual sales growth, while only 22 per cent said sales had increased.

"The latest evidence on inflation has generally supported the view that the upward risk to inflation target is subsiding, whereas the downward risk to growth is becoming more serious," said Kate Barker, the CBI's chief economist.

"Our concern is that busi-

ness will have to continue to endure the slow torture caused by the combination of high interest rates, a strong pound and economic turmoil abroad," said Ian Peters, deputy director of the British Chambers of Commerce.

The Bank of England's statement followed an unusually candid remark by Tony Blair, the prime minister.

He said in a television interview on Wednesday night: "If we get over this interest rate peak - as I hope we may be - and the pound is already coming down gently in the way it should... then we have the best chance of long-term stability for the future."

Editorial Comment, Page 11  
Markets, Page 13  
Currencies, Page 21  
London Stocks, Page 28

## NEWS DIGEST

## INWARD INVESTMENT

## Siemens may not repay grants for failed plant

Tony Blair, the prime minister, came under renewed attack over the failure of high profile inward investment projects after Siemens indicated it may not repay all £50m (\$82.5m) of the government grants it received for the semiconductor plant it is closing. Lew Avis, personnel director of the plant in north-east England, was quoted as saying that the subsidies would be repaid only where they were "recoverable".

Siemens originally said it would "in principle" repay all the grant. But in a TV interview on Wednesday Mr Blair was asked whether companies such as Siemens should pay back grants. "Not unless we want to start saying to foreign investors 'We are going to give you a different deal from the deal you can get in other countries'. Don't think that other countries aren't desperate to attract people."

Siemens said it would wait to see which grants the government deemed repayable. It said this might not cover grants such as training subsidies for which the benefit was not lost if the plant closed.

John Redwood, the chief industry spokesman for the opposition Conservative party, criticised Mr Blair for not adopting a tougher position. "Since they offered to pay it all back Mr Blair should thank Siemens and ask for the cheque," he said. David Wighton, London

## ELECTRONICS

## Lite-On winds down plant

Lite-On Technology, a Taiwanese electronics company, announced yesterday that production will cease this month at its Mossend factory in central Scotland. The computer monitor manufacturer had already cut more than 200 jobs in May. The factory, for which there were once hopes for 1,000 jobs, opened 18 months ago. The workforce will soon be reduced to 10. The company blamed the acutely depressed state of the global monitor manufacturing industry.

Lite-On told Locate in Scotland, the inward investment agency, that it would maintain the plant in the hope of building up employment when market conditions improve. Gao Macdonald, Scottish industry minister in the UK government, said Lite-On's monitor operations were losing \$1m a month and it was closing production lines in other parts of the world. Brian Groom, London

## NY move signals change in Foreign Office

By David Wighton, Political Correspondent

The government is to invite applicants from the private sector for the post of director of trade promotion in New York as part of the Foreign Office's modernisation programme.

Derek Fatchett, a Foreign Office minister, said the government wanted to widen the field for what was a very important job. "It may well be that a civil servant turns out to be the best person for the job but this is an important way of invigorating the Foreign Office," he said.

Mr Fatchett announced the move after publishing the recommendations of Panel 2000, a group that advises the government on how to improve the image of the UK. The panel proposes using the experience gained from the successful New Images campaign in Australia by launching co-ordinated campaigns in Germany, Brazil, Poland, China, South Africa and a region of the US.

He added: "The best way for the Conservative party to set about winning the next election is to sort out this problem that has dogged us for years, to confront it, to deal with it and to move on."

His words echo Mr Major's plea to the party in July 1997 after he called a leadership vote - a staggering move for the governing party in mid-term.

Mr Major won. But instead of uniting the party, the acrimonious campaign served only to deepen its divisions. His rival in that election was John Redwood, who resigned from his government to oppose him for the leadership. Mr Redwood is now the party's chief industry spokesman and plays a big role in reminding Mr Hague of the strength of anti-euro sentiment in the party.

Mr Fatchett said polling evidence suggested that the Australian campaign achieved a significant change in Britain's image, which had been of an old-fashioned country incapable of change.

The recommendations include making greater use of embassies and residences as "showcases" for modern Britain and setting up an award scheme for those representing the best of British overseas.

The plans also call for the development of "one stop shop" in many countries bringing together Foreign Office staff with tourism promotion and bodies such as the British Council. "We should also look at the possibility of including private companies," they say.

In Britain, the panel stresses the importance of improving "presentation" at Heathrow and Gatwick airports. Mr Fatchett conceded the government had only "limited control" over the airports, which are run by BAA. But he said the first impressions created were "incredibly important". It was vital "to make sure that there is a degree of warmth about the welcome they receive," he said.

Following the criticism of the idea that the panel would be promoting "Cool Britannia", its report is deliberately low-key and includes no reference to pop music. Mr Fatchett insisted that the omission was not deliberate and the government recognised the importance of popular music in terms of Britain's image and overseas trade.

## CHANNEL TUNNEL RAIL LINK

## \$226m 'locked' in Malaysia

Imro, the fund management watchdog, revealed yesterday that UK unit trusts had £137m (\$225m) invested in Malaysia when exchange controls were announced effectively locking in their money for a year. The figure was revealed following a meeting between the regulator and fund managers and trustees most affected by last week's move by the Malaysian government. Twenty-seven of the 177 UK unit trusts with an exposure to Malaysia are causing most concern. These funds, which have more than 5 per cent of their total invested in the country, have total assets of £700m and about 96,000 investors. The Malaysian government restricted foreigners selling shares from repatriating profits for a year. The move has hit open-ended funds, such as unit trusts or mutual funds, as they have to sell parts of their portfolios to meet redemptions by investors.

Four funds have suspended dealings in the past week because they hold about 20 per cent of their total £44m in Malaysian assets. Representatives from the companies running these funds - Fidelity International, HSBC and Jardine Fleming - were understood to have attended yesterday's meeting. The chief purpose of yesterday's meeting was to try to agree a way of valuing the investments even though they cannot be traded. Jane Martinson, London

## STATE HEALTH SERVICE

## No price set for Viagra

The state health service has yet to agree how much it will pay for Viagra - or whether family doctors will be allowed to prescribe it - even though the male impotence pill is likely to be approved by European regulators next week. Pfizer, the US pharmaceuticals company that developed the sought-after drug, has proposed a price of £4.84 (\$7.98) per 50mg tablet. It said this was in line with the US wholesale price. That has not yet been accepted by the UK Department of Health.

"We haven't fixed a price yet; that's still in discussions," said the department. "Viagra has the potential to be a great burden on the National Health Service." Pfizer yesterday rejected those claims. "A realistic estimate would suggest that the cost of treatment could reach around £50m after five years," said Ken Moran, chairman and managing director of Pfizer UK. Reports that Viagra could ratchet up an annual National Health Service bill of £1bn - compared with a total NHS drugs bill of £4.5bn - were "ridiculous". David Pilling, London

## Euro poll may open old wounds for leader of opposition

Disagreements have dogged Conservatives since UK entry to the 'Common Market', says Deborah Hargreaves

William Hague, leader of Britain's opposition Conservative party, runs the risk of reopening old wounds with his decision this week to ballot members on the European single currency.

Disputes about UK membership of the European Union have dogged the party since Edward Heath, the former Conservative prime minister, adopted membership of what was then the European Community, or Common Market, in 1972. Sir Edward, who has remained firmly pro-European, said Mr Hague's latest move was "absolutely unjustified". He added: "The rest of the country and Europe will just regard it as a 'smart-alec' attempt by Mr Hague to get his own way without proper discussion within the party."

Mr Hague said on Monday he would bring forward a planned poll of party members on the euro and announce the result on the eve of the party's annual conference on October 6.

He hopes that endorsement of the party stance against the single currency will discourage the embarrassing disputes over Europe that have dominated the party's conferences in previous years.

But Mr Hague has been warned by Chris Patten, the last governor of Hong Kong and former party chairman,



Flashback: Conservative prime minister Edward Heath hoped to end bickering when he signed Britain's acceptance of European Community membership in 1972. But his party's long internal dispute about Britain's place in Europe had scarcely begun

## AVIATION INVESTIGATOR SAYS ADVANCED CONTROL SYSTEM NEEDED 12 YEARS TO DEVELOP

## Adviser hits at air traffic centre timetable

By Michael Skapinker, Aerospace Correspondent

The consultant engaged by the air traffic control service to report on computer problems at its new centre says the project suffered from an over-ambitious timetable and poor communication between managers and technical experts.

But Nigel Horne, chairman of Alcatel UK, says the £338m (\$559m) centre at Swanwick in southern England is technically viable and most of its problems have been resolved.

The control centre, seen as the world's most advanced, was to open in 1996 but will not begin operating before 2000 at the earliest. The National Air Traffic Services

from low-cost carriers is also hitting airports, which are also struggling with growing European Union regulation and the strong pound. They accounted for half last year's profits, writes Juliette Jowit in Birmingham. Brian Summers, managing director, said price pressure

(Nats) was severely criticised by the House of Commons transport committee this year for its management of Swanwick.

The government, which seeks to privatise Nats, ordered its own inquiry in June, to be conducted by the

defence evaluation and research agency. Mr Horne, a former senior executive at GEC and computer company ICL, was asked by Nats in January to report on whether the Swanwick system was viable. He said in an interview that he

had concluded that it was.

"It will work. There's no doubt in my mind," he said. Mr Horne said the biggest problem had been that Nats managers had assumed in 1990 that they could complete the centre in six years when 12 would have been

more realistic. The computer system ran into difficulties but this was not unusual.

Mr Horne said the Nats managers' optimism appeared to have stemmed from the decision by the US Federal Aviation Administration to adopt a similar control system.

But the US abandoned the system, which was, Mr Horne said, far more complex than that proposed for Swanwick.

Communication between

Nats executives and project managers from both Nats and Lockheed Martin, the US company responsible for the computer system, had been poor. Mr Horne said: "That's not an unusual problem and it's now been vigorously overcome."

had concluded that it was.

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Communication between

decided to act for the Brunei Investment Agency on Project Gemma - an investigation into the troubled sultanate's finances.

Prince Jefri is seeking an injunction to stop KPMG acting for the BIA - which he headed until he was removed this year - on the basis that the firm has intimate knowledge of his personal financial affairs which might leak.

Mr Malek said KPMG could

decide to act for the Brunei Investment Agency on Project Gemma - an investigation into the troubled sultanate's finances.

Prince Jefri's personal affairs.

Mr Malek said it was "hypothetical" whether the BIA investigation would target Prince Jefri or eventually lead to criminal issues being uncovered. He said there was no evidence to support such suggestions.

The court heard that

Allen & Overy, the law firm, faced a similar situation to KPMG and had erected Chinese walls.

The people working on

Project Lucy knew this was

a very special client. The information was bottled up.

Documents, both hard copies and electronic, were protected.

Mr Malek said KPMG was not working for both clients at the same time and that the firm had already given an undertaking in court that information would not leak.

Mr Gordon Pollock, a lawyer for Prince Jefri, said that documents had been locked up in lawyers' offices, as had

three CD-Roms and a laptop computer. There was thus an "enormous hole in the Chinese wall" within the firm as KPMG had not acted quickly enough to secure data.

He said that for more than a month after KPMG accepted the assignment with the BIA Project Lucy documents had been available to all members of the firm on the internal computer system. Furthermore

KPMG had not obtained a specific waiver from the BIA over the overlap with Project Lucy until after the case had begun in London last week. He said the BIA was targeting Prince Jefri and did not want KPMG "forewarning" him of the investigation.

He added that the waiver obtained from the BIA referred to Prince Jefri's personal affairs and not his role as former head of the BIA.

## TECHNOLOGY &amp; MANAGEMENT

BUSINESS LUNCH NICK HODGES, LONDON INTERNATIONAL GROUP

# A round peg in a round hole

Condoms have come out of the closet. Go to a dinner and everyone wants to talk about them, the smiling LIG chief tells Lucy Kellaway

**A**t last week there was a letter remarking on the craze for photographing company chiefs alongside their products.

What a pity, the reader wrote, that we never see the boss of London International Group (manufacturer of Durex) striking intimate poses with his product.

The very next day I had lunch with Nick Hodges, chief executive of LIG, and I drew his attention to this vulgar little letter. "Oh I've done that," he said in an off-hand sort of way.

When I got back to the office I checked his picture file and, sure enough, there were countless pictures of this same exceedingly fat man standing by giant inflated condoms and of him and fellow board members drowning in packets of Durex Avanti, Fisher-ite, Razmes Extra.

There were even pictures of him wearing LIG's second most famous product - Marigold rubber gloves.

In preparation for our lunch I had discovered that there are two things that make Mr Hodges happy - apart from promoting Durex and rubber gloves - good food and wine.

I had also discovered that he hates lateness.

The occasion started well. On the stroke of one we were both installed at our table in the Savoy River Room in London. He found oysters on the menu to eat, and a bottle of grand cru Chablis to drink.

He smiled constantly. Maybe he was very happy that day. Or maybe it was just a mannerism. Hard to say.

"I was an optician by training," he said apropos of nothing. The problem with being an optician was that it didn't involve selling, and there were no perks. "All my friends had fast cars, whereas opticians seemed to live in the dark."

So he dropped the idea of being an optician and went to work at Cross & Blackwell where he could sell Branston Pickle and

drive a company car at the same time.

"I was very good at maths, especially mental arithmetic. That was why I went into being an optician. It's basically a mathematics degree."

The wine was brought and a small amount poured into his glass. He looked at it. Sniffed it. Moved it about in his glass. Took a mouthful. Swished it about a bit in his mouth, and finally nod. It was OK.

So, I said, what is 13 times 13? He roared with laughter and changed the subject.

He told me how he usually has a quick bite in the office canteen when he is in London but how 70 per cent of his time is spent travelling.

"Travel gets easier and easier. It's easier to get to Singapore than to get to Edinburgh."

There is nothing that he loves more than turning up in a strange place half way across the

ocean.

"I was an optician by training.

The problem with being an optician was that it didn't involve selling, and there were no perks'

world and selling them gloves and condoms, talking joint ventures and inspecting companies he might like to buy.

"We have scanned every condom company around the world and marked them down from the must-haves to the dogs."

Are there a lot of dog condom companies, I asked?

"There are unfortunately," he replied, shaking his head.

"We are - as you know - des-

perately trying to bring new products to market," he went on. "We have a number of new innovations. Not just colours or ribs. We've got Avanti, the non-latex condom. We've also got a doming device."

A what, I asked, and then regretted it.

"The doming device which automatically helps the male or female place it in position." He slipped an oyster into his mouth.

The problem, he explained, was that LIG needs new users. "If condoms are seen as an encumbrance to the act, then they are going to be second best. I always say to my marketing managers that what they've got to develop is a product that people will be convinced is even more exciting with a condom than not having anything at all."

Isn't that asking the impossible?

He wrinkled his nose. "Yes," he said reluctantly, but continued to smile.

Several waiters crowded round swiping silver domes off plates. Mr Hodges stared at a large piece of meat. "I ordered liver," he said putting his hand on his substantial hip.

I too had been given the wrong thing. "This is turning into a nightmare!" For a minute I wondered if he was going to get cross, but he just laughed.

"So where were we?" he asked when we had been given the right dishes.

We were - of course - talking about condoms. How they were better than barbican sterilisations, about how AIDS had - after a brief flurry of interest - done practically nothing to boost demand.

"Youngsters don't think they are going to get it," he said, shaking his head.

"Condoms have come out of the closet a great deal," he went on. "It used to be more of an after dinner conversation for men. Now you go out to dinner and everyone wants to talk about condoms."

Doesn't he ever want to talk about something else?

"I never get bored with talking about the job. I get bored with hearing the same jokes."

Yet on the other he is in no doubt that he is perfectly qualified for the job in hand.

"Good leaders are born. It's in



Two things make Mr Hodges happy, apart from promoting Durex and rubber gloves: good food and wine

Jason Orton

their make up," he said. He describes how he became chief executive by accident five years ago at the age of 33, at a time when he had given up hope of rising beyond his position as a divisional director, but how he finds himself a round peg in a round hole.

"The job suited me ideally. It was what I should have had at 40. I've been most successful at this - though I was a pretty good salesman too."

What does it take?

"You've got to be determined. Set yourself a goal and not allow yourself to be thrown off course.

Which means being ruthless?

Again he screwed up his face.

"Yes. You are going to be surrounded by people who aspire to you."

The chief difficulty in running a company is in sorting out the

sheep from the goats. There is a temptation to treat and pay people equally which he regards as being quite wrong. "There are a small number of people who deliver. A large number in the middle and a small number who don't deliver."

He has no hesitation in firing the dogs. Indeed, he subscribes to the view - popular among those who do a lot of firing - that in getting rid of them he is doing them a favour.

Does he read, I ask.

"I do read," he says doubtfully, and then says that he really likes to read the newspapers and then snooze on the balcony. Oh, and to watch rugby on the television.

He reached for the bill, but I said I was paying. "Very kind. Thank you very much. I must tell you that this is extremely unusual," he said shaking his head.



DAVID BOWEN  
WEB SITE INSPECTION

## Boeing's leading edge

There may be a truce in the air but on the web Boeing has outflown rival Airbus with a better performance all round

Boeing and Airbus may have declared a truce in their fight for market share, but any visitor to the UK's Farnborough Air Show this week can see that the rivalry is as fierce as ever. The web is another battleground - but not, I feel, a crucial one.

The problem is that it is difficult to see just who the website is for.

Companies intimately involved will be - should be? - plugged into intranets or extranets, and potential buyers of a 737 or an A330 are unlikely to use the site as a brochure.

Most visitors to the site are, I would guess, the general public or journalists, although Boeing has an extra constituency in its investors. Whatever, the US site is superior all round.

Airbus's has good features, including useful summary sections and a good history bit, but many weaknesses

The strangest, common to many continental sites, is the lack of languages other than English: it is as though the companies are proving their internationalism by abjuring the use of French, German or whatever.

The home page is uninteresting, and where there should be a search engine or some other navigational guide, we find a rather jerky tickertape message about the Air Show.

The press section is adequate, but does not include print-quality downloadable photos.

Add to this realms of turgid speeches and one area that declares "The June 1997 issue [of a magazine] is now available", and we find a site that needs serious attention.

Boeing's is a monster site: commercial aircraft take up only a fraction of it. It has a good news home page ("Flying Free Willy Kalko - Globemaster"), topical videos and a link to a Farnborough section and good navigation.

Dropdown menus are a

blessing on a huge site like this, though they only operate within each section (you can't get anywhere on the site from anywhere else). Journalists can register and get access to Boeingmedia.com, which has more information - and pictures - than anyone could possibly want. The investors' section is adequate, though unadventurous.

Overall, Boeing's site builds the brand better and is more useful. Airbus needs to work out who the site is aimed at - journalists seem the most obvious constituency - and concentrate on serving them better.

[www.airbus.com](http://www.airbus.com)

Overall \*\*\*

Design \*\*\*

Navigation \*\*\*

Boeing [www.boeing.com](http://www.boeing.com)

Overall \*\*\*

Design \*\*\*

Navigation \*\*\*

The builders of the Trades Union Congress web site in the UK sound pleased with

themselves. They were early on the Web, they explain, and the 1995 Congress was one of the first Net Events.

Moreover, the current site features a "virtual building" where TUC staff can publish documents without any training.

They then make a strange admission: "This approach probably has some disadvantages for the user. The real advantage is the ease of use by those publishing the information."

Oh dear - this is easy fodder for those eager to denigrate the union movement. It's official: this site is built on that good hecks with the customers, as long as the workers are happy.

This site has masses of information, and dedicated union-followers wanting to track every speech and composite motion during next week's Congress will be able to do so without leaving home. But boy, will they get frustrated!

The home page, in dirty purple, has three separate

navigation elements, which is a confusing start. One of them is the virtual building, which should be easy to get around because it follows a well-understood metaphor. Well, it isn't.

Why within the floors are some bits called corridors, and why is the "basement archive" sometimes, but always, near the roof?

The democratic (ie. self-built) nature of the construction is evident in its quality, or rather lack of it. Vast amounts of turgid documentation, no attempt at clear summaries, text not lined up, great gaps in the middle of lines. Useless if you are really determined - bewildering for everyone else.

The concept of having a web site that can be updated by everyone in an organisation is admirable, but that is no excuse for producing a site that is ugly, difficult to navigate and as user-friendly as a camel.

[www.tuc.org.uk](http://www.tuc.org.uk)

Overall \*

Design \*

Navigation \*

A useful site for anglophones trying to track the turmoil in the Japanese markets, IBJ Securities has gathered a mass of information internally, and also provided links to English-language sites that range from the Ministry of Finance to the Japan Times' Gaijin Sumo results if you need to escape the gloom.

There is much to criticise in the site. Horrible colours, chunky navigation, tedious company information section. But for gathering all this useful

information, and providing a brief summary of what we will find on them, IBJ should be thanked.

[IBJ Securities](http://www.ibj.securities.com) [www.ibj.jp](http://www.ibj.jp)

Overall \*\*\*

Design \*\*

Navigation \*\*

David Bowen is editor of Net Profit newsletter

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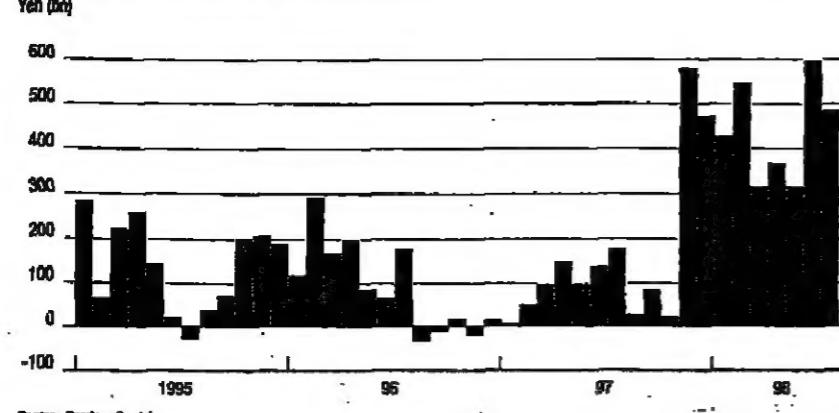


## COMMENT &amp; ANALYSIS

## Japan's double or quits

Gillian Tett asks whether Tokyo has begun its long-feared monetary expansion and considers the implication

Japan: has the big monetary expansion begun?



Source: Barings Capital

liquidity to "guide down" the overnight call rate — which is the important one in Japan — from the current levels of slightly under 0.5 per cent to around 0.25 per cent. Although this rate is set by the markets, the Bank can influence it by injecting more — or less — cash each day.

The cut itself will probably have only a limited direct effect, say economists. But the Bank's statement also included an intriguing pledge. For "in respect of the guideline for the call rates," the Bank promised that it would "provide more ample funds, if judged necessary, to maintain the stability of the financial markets." In central bank speak, this implies that the bank could inject more liquidity into the markets without changing its interest rate target.

This does not automatically indicate a new policy. After all, the Bank has been pumping extensive amounts of liquidity into the market since last November to calm the financial crisis by ensuring that weak banks could still borrow funds (see graph). This has resulted in a dizzying expansion of the Bank's balance sheet and left it acting as a key financial intermediary in the markets. But it has not yet produced a real monetary refutation — the kind that might boost consumer spending and drive up prices.

Most of the expansion reflects operations which are

the equivalent to short-term recycling of funds between banks. Bank reserves and bank notes — arguably, the best indications of real monetary growth — have been growing at a fairly stable level of around 10 per cent.

The key question now is whether the Bank would — or indeed could — now try to expand the level of "real money".

With interest rates now almost zero, monetary policy

**The big question now is whether the Bank of Japan is going for broke'**

has now moved onto a new stage. To loosen monetary policy, the Bank needs to aggressively expand the money supply — probably through the purchase of government, corporate or bank bonds.

"If you are a central bank and you cut rates to zero and people still won't borrow money, then what else can you do?" argues William Campbell of JP Morgan in Tokyo. "You have to try and buy something with cash, and the only thing that the Bank can buy is bonds."

Right: The Bank do this? Thus far, there has been little sign of it. One reason is that the Bank is sceptical

whether even "free money" would provide an effective way to boost growth, given that consumers and companies appear reluctant to borrow at any cost, even zero.

"From a historical perspective we are in a liquidity trap," one senior government official recently said.

Furthermore, until now the Bank has remained unconvinced by the arguments — being advanced by some western economists — that inflation will be eventually necessary to solve Japan's ballooning budget deficit. Pursuing a policy of deliberately stoking inflation, in other words, still seems a step too far.

But in recent weeks a new debate within the Bank has started, fuelled by the lively role that is being played by the policy board that was formed when the Bank gained independence over monetary policy on April 1. Some Bank watchers suspect that this could possibly produce a policy change further down the road. "I think the Bank is moving towards monetisation," argues Tetsufumi Yamakawa, economist at Goldman Sachs. "It is not there yet, but (Wednesday's decision) is one step in that direction."

This suspicion partly reflects the dire state of the economy and, above all, a growing concern that fiscal policy alone will not rapidly deliver growth unless it is accompanied by an additional boost from a weaker yen. There are fears, for

whether even "free money" would provide an effective way to boost growth, given that consumers and companies appear reluctant to borrow at any cost, even zero.

"From a historical perspective we are in a liquidity trap," one senior government official recently said.

Furthermore, until now the

## LETTERS TO THE EDITOR

## Global economy needs stabilising influence of a world central bank

From Mr David P. Faram.

Sir, The global currency crisis now threatening the world economic order will surely plunge major regions of the world into political instability, or even chaos, if not checked by swift action at the highest levels of government.

The International Monetary Fund has done all it can within its limited powers to restructure the ailing economies of the world, but it has no mechanism for dealing

with the huge currency flows that determine international exchange rates.

A powerful world central bank should be set up to monitor large currency movements, act as global regulator, and re-channel currency reserves to those economies most in need;

with the ability to manage an orderly decline in exchange rates where perceived necessary to adjust for imbalances in

world trading patterns.

A shift towards global

management of currencies

and exchange rates will lead

to far greater financial stability within the world econ-

omy, and the advent of the

euro in less than four months' time is only part of

this trend.

David P. Faram.

1 Hawkwood Close,

St Margaret's Banks,

Rochester,

Kent ME1 1HW, UK

## Regulator would be bad for UK football

From Mr Simon Bishop.

Sir, BSkyB's bid for Manchester United Football Club does indeed give rise to potential competition concerns. However, while there is no argument with the need to appraise these, the need to appraise the suggestion in your leader "Off side" (September 8) that football might require a regulator is perplexing. While football to many, me included, is as important as trains or electricity, this does not constitute grounds for external government regulation. Trains and electricity are regulated for good reasons: both industries contain elements of natural monopoly. Can the same really be said of football?

Indeed, many of the current concerns in the game stem not from a lack of external regulation but rather from direct or indirect government intervention. For example, a significant factor underlying the sub-

stantial increase in ticket prices is the government's requirement for football stadium to be all-seater, rather than because of anti-competitive or abusive behaviour on the clubs' part.

BSkyB's proposed take-over can also be seen as a reaction to interference in the way in which the Premier League is allowed to sell its television rights to the Premier League are sold collectively. To some, this smacks of a cartel arrangement that operates to the detriment of consumers. But such a view fails to recognise a number of important features of football. The central marketing mechanism currently in place is sensible for at least two reasons, including permitting some revenue sharing between clubs. Several studies have shown that uncertainty over match outcomes is important in generating viewer interest. The

revenue sharing arrangements that central marketing allows goes some way to maintaining a degree of financial, and hence playing, parity and therefore ultimately the long-run viability of the game.

However, these positive benefits are under threat from the restrictive trade practices court's investigation into the Premier League's central marketing arrangements. If the Office of Fair Trading's actions against the Premier League is successful, we can expect to see a widening disparity between clubs and little or no benefit for fans.

Football, like most industries, requires less government interference; not more.

Simon Bishop,  
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London W1N 5AF, UK

## A surprising lack of commitment to forecasting

From Mr Ben Niblett.

Sir, I was at the annual general meeting of GEC last Friday and was very surprised to hear Lord Prior, its chairman, answer a question about the increasing propor-

tion of military business in GEC's portfolio by saying that it was impossible for anyone to say what might happen in five years' time.

He also said that it was foolish to forecast even six

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## In with the old

**H**aving plumped unsuccessfully for youth in April by choosing a 35-year-old for prime minister, Boris Yeltsin has now nominated a man who is one of the few active politicians in Moscow older than the president himself.

The 68-year-old Yevgeny Primakov is *Homo Sovieticus* incarnate: he is a former head of Russia's infamous spy service, a former candidate member of the Politburo, and was a member of the Soviet Communist party for 32 years.

Mr Primakov's nomination confirms how much Mr Yeltsin is now in full-scale retreat. Mr Yeltsin's one political touchstone has been that he has never backed down in the face of overt pressure from his enemies. But the Russian Communist party was yesterday exultant that it had forced Mr Yeltsin to change his mind and run away from a direct confrontation with parliament. It clearly scents blood.

Victor Chernomyrdin, who withdrew his candidacy as prime minister after being twice rejected by parliament, warned of a "creeping coup" by the communists.

The leftist opposition is suffering from an acute revolutionary syndrome and is counting on quickly dismantling the existing political and constitutional order, on removing the president," he warned.

Mr Yeltsin's nomination of Mr Primakov may yet be seen as the last desperate gamble of a failing president to shore up the credibility of his regime by placating his enemies and to ensure he leaves office with his dignity intact.

There is no doubt, though, that Mr Primakov is a supremely able figure who commands respect across Russia's political spectrum. The Russian Communist party admires him for his ability to project Russian influence abroad and continually twist Uncle Sam's coat-tails.

Under his direction, Russian foreign policy has

credentials to bridge the factions, say John Thornhill and Arkady Ostrovsky



Primakov: *Homo Sovieticus* incarnate

government's economic agenda. The Communists believe Yuri Maslyukov, the former head of Gosplan, the Soviet planning agency, will be appointed to a senior economic position. Market reformers, and most foreign investors, hope that Boris Yeforov, the acting deputy prime minister, will be allowed to pursue tough monetary reforms based on the "Argentine model" of recovery.

The Yabloko faction also believes it will have some influence in shaping a more social-democratic agenda. Vladimir Lukin, a senior Yabloko deputy, suggested Mr Primakov was the best candidate to take over as prime minister and would pursue a more "civilised and lawful" form of market reforms.

"Primakov is a much more valuable man than some of the most favourite sons of the International Monetary Fund," he said.

"Primakov has a chance to create a consensus in the political elite, the parliament, and in society, which is a necessary condition for reforms."

On one rare occasion, Mr Primakov sketched out his own vision of economic reform. In a speech in London in June, he condemned the mistakes that Russia had made in trying to build a market economy — expressing sentiments that jarred with the pro-reform rhetoric then emanating from the government of Sergei Kirienko, the young prime minister who was sacked in August.

Criticising the over-tight monetary policies advocated by the IMF, Mr Primakov said Russia had to put more emphasis on creating the foundations for investment in the economy. "We did not pay enough attention to economic growth because we were focused on macroeconomic financial stability at the request of the IMF," he said.

Mr Primakov pointed to President Franklin Roosevelt's New Deal in 1930s America as an example of how it was possible to rewrite the social contract between government and the people even in the bleakest of times.

It is a worthy long-term goal, no matter how nightmarish the immediate challenge may be.

**Photo taken at the Westminster restaurant Le Céladon, Paris.**

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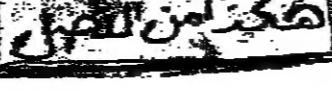
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## FINANCIAL TIMES

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Friday September 11 1998

### Mr Primakov's challenge

The nomination of Yevgeny Primakov to be Russian prime minister should at last end the vacuum of power in Moscow. Whether he can put together a government capable of pulling the country out of its political and economic crisis is another matter.

If he brings Yuri Maslyukov into a senior economic position, as the Communists want, it would mean a return to the past. He was once head of Gosplan, the state planning committee, and seems to have learned little of what makes a market economy tick since he left it. But if Mr Primakov puts Grigory Yavlinsky in charge of economic reform, western investors could rest more easily. He would pursue something much closer to a social democratic agenda. Moreover, both Mr Yavlinsky and Mr Maslyukov have said they would like to curb the powers of the financial barons who now control so much of the Russian economy.

If Mr Primakov is to please both factions, he will have to perform an extraordinary balancing act. His career suggests he may be capable of it. His intelligence connections may help to control the financial barons and regional governors who rival the government's authority. He is also a man without pretensions to succeed Mr Yeltsin, which means he is not a threat to any of the other contenders. But there is no evidence yet to suggest that he has the vision to get the Russian economy out of its hole.

### Desperate times

Weary investors dismissed the Bank of Japan's 0.25 per cent interest rate cut on Wednesday as an act of desperation. But the Japanese authorities could prove their critics wrong if this is the beginning of a strategy to pull their economy out of deflation.

Although it may appear that the rate cut was prompted by the failing economy, it was more likely to have been aimed at the banking system. Frustrated that banking reform has been held up yet again in the Diet, the BoJ took the only action it could to ease the significant liquidity problems now facing many of Japan's weaker banks.

The macroeconomic impact of the interest rate cut will be small. If rates of 0.5 per cent do not induce borrowing, a rate of 0.25 per cent will do no better.

It looks like a desperate move, and that is how the markets interpreted it. But there is just a chance that it might be the start of a new strategy. Hints being dropped by Japanese officials suggest that they are considering a shift to a policy of large-scale monetary expansion, via Bank of Japan purchases of financial assets held in the private sector.

Japan is caught in a deflationary spiral, where insufficient demand has led to falling prices, and falling prices are discouraging spending. A serious monetary expansion should create the expectation of inflation, and spur consumers to get their yen out

from under their mattresses again. The Bank of Japan could even introduce a money supply or inflation target to try to change expectations.

This policy would help increase corporate and banking sector liquidity, improving the chances of a recovery in lending, and could have the useful side-effect of reducing the government's debt burden if the Bank of Japan buys up government bonds.

The rate cut has already sent the yen down sharply, and a policy of monetary expansion would help it sliding further. Yen weakness would provide Japan with a further expansionary boost. But it risks triggering more regional devaluations. Set against this, if Japan can pull itself out of recession, it could pull the weight of the world's economy out of it.

It would be a risky policy. But given the severity of Japan's economic situation, it could be the best hope. Combined with a further loosening of fiscal policy, and, crucially, with real progress in sorting out the financial sector and in other structural reforms, it might just have a chance of putting Japan back onto a reasonable growth path.

Alas, even this imperfect policy combination is unlikely given Japan's political deadlock. It remains more probable that the world's second-largest economy will continue to suffer the devastating effects of delay and indecision.

### Banking turn

British trade union leaders seemed to be shouting into the wind for a cut in interest rates to avert the danger of recession. Yesterday's Delphic statement by the Bank's monetary policy committee might suggest that it heard their cries and is prepared to respond. Has it, and should it?

Firstly, it is clear that the MPC has been listening to the message of a series of increasingly gloomy surveys. Yesterday's figures from the Confederation of British Industry on retailing confirmed recent evidence that the economy is slowing down - possibly quite sharply.

The Bank's statement focused on the further threat to the world economy from financial turmoil. The impact for the UK has been offset only slightly by the 5 per cent fall in sterling from its April peak. Since the Bank's August Inflation Report, many independent economists have revised down their forecasts for the UK economy. Goldman Sachs, the investment bank, said yesterday that it expects growth to come almost to a standstill by next summer, with the threat of outright recession if the financial crisis worsened and equity prices collapsed.

Similar thoughts, no doubt, lie behind the MPC's two-sided statement yesterday. It said its present interest rate of 7.5 per cent was needed to meet its 2.5 per cent inflation target. But, echo-

ing Alan Greenspan, chairman of the US Federal Reserve, it also said it was anxious about a deteriorating world outlook.

This was a pretty clear signal that the next move will be down. But when? If it hangs on too long it could help to cause a much deeper recession than is needed to control inflation. If it eases too fast, it might fall in its primary duty. So should it now balance concern for jobs against inflation?

Formally it is not allowed to do this, but yesterday's statement was a reminder that, as recession looms, the Bank's inflation objective can pull two ways. Just as it must moderate growth on the upswing to prevent inflation from exceeding 2.5 per cent, so it must stimulate the economy as growth slows to stop inflation undershooting.

This gives it less flexibility than trade unions would like, because unemployment must now be allowed to rise - perhaps by 500,000 - to bring the economy back to a non-inflationary path. To achieve this the Bank would need to lower rates very cautiously, until it is convinced that the domestic economy and private sector wages are responding to the treatment.

It will require more than fine judgment: the Bank must find the persuasive power to carry public opinion through what may prove to be a long, dark tunnel.

Even the most predictable and anticipated of political events can have a dramatic resonance that leaves a nation momentarily in shock.

So it was that the long-awaited 445-page report of Kenneth Starr, the independent prosecutor investigating allegations of criminal wrongdoing by President Bill Clinton, landed on Capitol Hill this week with a thud that is still reverberating around the US.

Ever since the first revelations almost eight months ago of Mr Clinton's relationship with Monica Lewinsky and his alleged efforts to cover it up, it has seemed inevitable that Mr Starr would complete his investigation with what amounts to a recommendation that Mr Clinton be impeached.

But the sudden realisation of the historical significance of the moment seemed to leave most of Washington shaken and, for once, genuinely sombre.

"Next to declaring war, this is

probably the most important thing we do," said Richard Gephardt, the leader of the Democrats in the House of Representatives. "It's a lousy job. But somebody's got to do it."

said Henry Hyde, the chairman of the House Judiciary committee who will lead the first phase of what are now virtually inevitable impeachment proceedings.

With his judgment hour at hand, Mr Clinton is about to suffer the ignominy of becoming only the third president in the 222-year history of the American republic to face the formal process of impeachment (Andrew Johnson and Richard Nixon were the others). Within days Mr Hyde and his colleagues will go through the charges in the Starr report and determine whether they constitute the "high crimes and misdemeanors" specified in the constitution as sufficient for impeachment. If so, the House of Representatives must decide by a simple majority whether formally to impeach - that is, to charge - the president. If the answer is yes, he will stand trial in the Senate, where a two-thirds majority is needed to find him guilty.

Perhaps curiously for a matter of such magnitude, the outcome will depend on the same factors that determine any ordinary adversarial trial - the strength of the accusations in Mr Starr's report, and the countervailing strength of Mr Clinton's defence. But unlike any ordinary trial, this is an intrinsically political process. While Republicans and Democrats alike will do their best to consider the evidence dispassionately, the constitution deliberately left vague exactly what constitutes "high crimes and misdemeanors". Members of Congress must make a political judgment about what is in the national interest just as much as they must reach a verdict on the weight of criminal evidence. It is on this last crucial factor that the coming debate seems likely to turn.

The evidence, in 36 weighty cardboard boxes, for the moment sits under armed guard in a remote congressional storeroom, unseen by any member of congress. The main report itself is expected to be made public today. According to lawyers familiar with the details, it spares Mr Clinton nothing.

It is understood to say the president perjured himself when he testified in the Paula Jones sexual harassment case in January

## COMMENT & ANALYSIS

### Clinton boxed in

The president's hour of judgment is at hand. Gerard Baker considers the significance of the Starr report and the defensive options that still remain to the White House



Ingram Pinn

that he did not have sexual relations with Ms Lewinsky; that he again perjured himself before the criminal grand jury last month when he acknowledged a relationship but said his earlier remarks were legally accurate; that he orchestrated an obstruction of justice in the Paula Jones case by persuading Ms Lewinsky not to testify to a relationship and getting others to offer her inducements not to do so; that he

crimes will have successfully demonstrated that the president's wrongdoing was much more than "just about sex"; it will describe a deeply corrupt man, bent on thwarting a legitimate legal process - the Jones case - a man whose motives and behaviour were every bit as criminal as those of Richard Nixon.

Unfortunately for the members of Congress who must decide Mr Clinton's fate, it seems unlikely to be that simple. Only the most ardent Clinton-haters believe Mr Starr's report does indeed have the decisive evidence that will prove to Congress, beyond a reasonable doubt, that the president is guilty of these acts.

But the critical point is that it will be at this point that the debate turns into a broader question of whether Mr Clinton's behaviour makes him unfit for office. This is where the political judgment of elected politicians - most of them facing re-election in

2000 - will become the crucial deciding factor.

Republicans know that for impeachment to succeed, it must not be seen by the public as a partisan process. Republicans have a big enough majority to resist shakily on legal and verbal sophistry about what constitutes "sexual relations". And unfortunately for Mr Clinton, Mr Starr's report is said to detail in graphic and semi-pornographic terms all kinds of sexual acts that will expose to ridicule not just Mr Clinton's denials, but the person of the president himself.

Instead, the trial that now begins will muddle around in the vast grey areas between the extremes of irrebuttable proof on the one hand and lack of evidence on the other.

Republicans clearly believe the report will at a minimum prove perjury - that Mr Clinton lied under oath about sex. The president's lawyers dispute that, though his defence still seems to rest shakily on legal and verbal sophistry about what constitutes "sexual relations".

It is a devastating rap sheet" said one lawyer. "The question is: can he prove it?"

If he can, no one, not even Clinton loyalists, dispute that the president will be impeached or forced to resign. Such a litany of

seven weeks - will become the crucial deciding factor.

Republicans know that for

impeachment to succeed, it must not be seen by the public as a partisan process.

Republicans have a big enough majority to

impeach Mr Clinton in the

House, though not enough to

convict him in the Senate, the final

phase of the process. Even if they

did have the votes, senior

members of the party know that

a significant number of

Democrats must be persuaded of

the case against the president

instead say "Yes".

The other charges will be

debated hotly in Congress. At this

early stage it is uncertain

whether the perjury charge will

be enough to oust Mr Clinton.

But the critical point is that it

will be at this point that the

debate turns into a broader

question of whether Mr Clinton's

behaviour makes him unfit for

office. This is where the political

judgment of elected politicians -

most of them facing re-election in

2000 - will become the crucial

deciding factor.

It is not yet clear whether this

induced remorse is working. If,

as seems possible, it fails to quell

Democrats' nervousness after the

publication of the Starr report,

Mr Clinton will be forced to move

quickly to what his advisers hope

will ultimately make the differ-

ence - the so-called "institutional

defence", that is, taking his case

to the country. Mr Clinton will

say that a political case for

impeachment has to rest on the

firmest possible ground. It must

be based on a perception of indis-

putably unacceptable behaviour

of a president in office. While he

will accept he did wrong, he will

sail his fellow Democrats. "Are

these the standards by which

future presidents should be

judged?" Do voters really want to

run the risk that US presidents

should be routinely removed from

office because of perceptions

of improper behaviour, however justified those perceptions might be?

If the legal case against him

looks serious but not convincing,

Mr Clinton's advisers believe

Democrats will think hard and

say, "No" in answer to those

questions. But as the process

accelerates, they also know that

each passing day will increase

the chances that voters will

instead say "Yes".

if it is to succeed. And this is why the events of the past two weeks represent so much danger for Mr Clinton. The denunciation of his actions by a number of Democratic senators and congressmen has alarmed the White House. Many of them have been acting defensively under pressure in November's elections. Though opinion polls continue to show overall approval for Mr Clinton's performance as president - though there are signs that even that could be fading somewhat - Democrats are reporting growing grassroots disgust at Mr Clinton's personal behaviour.

They believe their surest way to neutralise that sentiment in their own electoral contests is to distance themselves from the president.

The White House fears that, whatever its specific legal force, the publication of the Starr report, with its salacious and seamy details, will force Democrats to take an even harder line - one that could push them ever closer to voting for impeachment.

As a result, Mr Clinton's strategy for defence has shifted dramatically in a month. A few weeks ago, he boldly pronounced in a televised address to the nation, that the whole thing was a plot by his political enemies to destroy him. The nature of his relationships, he said, was a private matter - "nobody's business but ours [his family's]."

But the dismay with which this approach was greeted by Democrats has forced an abrupt U-turn. While he continues to maintain he broke no laws, Mr Clinton is now embarked on an apology offensive across the world. He asked for forgiveness from the American people while on holiday in Massachusetts. He apologised in Russia. In Ireland, he actually said "sorry" for the first time. Earlier this week he apologised - emotionally, it was said - to a group of House Democrats. On Wednesday he travelled to Florida to express remorse to Democratic party fund raisers.



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INSIDE

Indonesia's Astra to cut costs and restructure debt

Caremaker Astra International, Indonesia's flagship, almost sank under fire from the Asian crisis, but now it is restructuring. Astra is cutting costs and offering its creditors a debt restructuring proposal in return for ceding majority control of its car production ventures and selling non-core businesses. Page 15

Hoechst sale continues streamlining

Hoechst, the German life sciences group chaired by Jürgen Domann (left), is to sell its Vienova synthetic resins division to the private equity arm of Deutsche Bank. Mr Domann is attempting to turn the once sprawling chemicals giant into a leaner company focused on pharmaceuticals and agrochemicals. The sale is valued at around DM500m (\$464m). Page 14

BTR shares fall 18 per cent

Shares in BTR, the UK group, plunged 18 per cent to a 14-year low, as another set of disappointing data forced analysts to cut profit forecasts by more than £100m (\$165m). Page 17

Swedish bank ups Hansapank stake

FöreningsSparbanken, one of Sweden's leading lenders, increased its stake in Hansapank, Estonia's largest bank, to more than 30 per cent in an apparent bid to frustrate an alliance between Hansapank and Skandinaviska Enskilda Banken. Capital Markets, Page 20

Coffee groups call for free imports

Indian coffee shipping groups have asked the government to allow the free import of robusta coffee from Indonesia to cover a shortfall in Indian supply. Commodities, Page 22

Foreign groups buy Panama stakes

Union Fenosa, the Spanish group, and Conestoga Power of the US agreed to pay a total of more than \$300m for stakes in three electricity distribution companies in Panama. Page 16

Wassall trumps Cooper bid for TLG

Wassall, the industrial conglomerate, has trumped a bid by Cooper Industries of the US for TLG, the UK lighting group, with a £251m cash offer. News of the 175p-a-share bid sent TLG shares higher, on the task that Cooper could raise the offer it made last week. Page 17

Cantor hits back at suit from CBOT

The new Cantor Financial Futures Exchange, the first US "electronic" futures exchange, hit back at a Chicago Board of Trade lawsuit that challenged its authorisation, accusing CBOT of using "bullying and pressure" to retain its position. Capital Markets, Page 20

COMPANIES IN THIS ISSUE

AIK	18	Kia Motors
Alstal	7	Lite-On
Arsenal	17	Lockheed Martin
Astra Motors	19	Lucas
Astra International	15	Manchester United
BAE	17	Marconi
BNP	14	Mazda Motors
BskyB	26	Morningstar
BTR	17,28	NEC
Baltimore Gas & Elec	16	NationsBank
Bank Austria	19	Nymex
BankAmerica	16	Olivetti
BankBoston	16	OneBank
Barrett	16	Paribas
Bell Canada Int'l.	18	Parm Motors
Brierley Investments	18	Pfizer
Bryant	28	Polarbank
CCF	14	Rheinmetall
CNP	14	Rio Tinto
CSFB	18	SGIO
Carlton	28	Samsung
Carlton Cottages	17	Serna
Centrica	17,28	Shell
Ciena	18	Siemens
Citcorp	18	Skoda
Constellation Power	18	Societe Generale
Cooper Industries	17	Softbank
Coors	14	Stagecoach
Dawson	13	Sternwest
Dead Sea Works	4	TLG
Deutsche Bank	13,14	Telcom Italia
Dickson Concepts	15	Telstra
Ford Motors	18	Trigem Computer
General Electric	16	Union Fenosa
Globalstar Telecommunications	12	United Biscuits
Hensel PCS	15	Unocal
Hanson	17	Volkswagen
Hyundai	13	Volvo
Intersys	15	Westinghouse
KBC	14	Westermans

CROSSWORD, Page 22

MARKET STATISTICS

Annual reports due	26,27	Emerging Market bonds
Banker's Govt bond	20	FTSE Actuaries share index
Bank interest and yields	20	Gold prices
Bank profits and yields	20	London share service
Commodities prices	22	Managed funds service
Dividends announced, UK	21	Money markets
EMC currency rates	21	Recent issues, UK
Euro price	20	Short-term int'l rates
Exchanged prices	20	Stock markets at a glance
Flood losses index	20	US interest rates
FTSE 100 - World index	20	World stock markets
FTSE Gold Miners index	20	

Ranking stats-up, Page 14

FINANCIAL TIMES  
COMPANIES & MARKETS

FRIDAY SEPTEMBER 11 1998

Week 37

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Kia Motors  
offered  
\$5.8bn debt  
write-offs

By S.J. Lee in Seoul

Creditors of South Korea's Kia Motors and its truck affiliate Asia Motors have offered to write off Won7,860bn (\$5.85bn) of debts, including Won2,900bn of principal, before the second attempt at an international auction to sell the two bankrupt vehicle makers.

Ford

Motors of the US and three South Korean carmakers - Hyundai, Daewoo and Samsung - all bid unsuccessfully in the first round of the auction which was aborted as all four bidders asked for principal debt write-offs - a condition Kia creditors deemed unacceptable. Creditors had previously offered to write off Won6,500bn of loan payment by rescheduling debts and exempting the two companies' payment guarantees for affiliated companies, but no principal write-off were offered.

For the second round will close on September 21 with the winner announced on September 22. Analysts and Kia officials said it was highly likely there would be a winner this time. The mainly Korean creditors yesterday also offered to reduce the buyer's interest payments by Won1,800bn through debt rescheduling, and exempt Won2,200bn of payment guarantees for the two companies' affiliates. The two companies' total debts of Won11,900bn include Won1,400bn of payment guarantees.

"The new offer by the creditors makes it attractive," said Kia's Lim Dong-soo, auto analyst with Jardine Fleming's Seoul branch, said Samsung was seen as "the strongest contender", given its aggressive bidding in the first round.

Samsung bid the highest amount of Won1,280bn, followed by Daewoo's Won1,110bn. Hyundai and Ford, which holds a 17 per cent stake in Kia together with its affiliate Mazda Motors of Japan, bid below the minimum bidding price of Won1,100bn.

Samsung also asked for the smallest amount of debt write-offs of Won2,400bn, while Ford demanded write-offs of nearly Won9,000bn. Ford had been considered the strongest candidate because of its financial strength, management expertise and technical capability. Daewoo and Hyundai did not specify the amounts of write-offs they wanted.

Fresh tremors hit global markets

Clinton troubles add to pressure on stocks and dollar

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## COMPANIES &amp; FINANCE: EUROPE

FRANCE ECONOMIC UPURN IN WESTERN EUROPE GIVES BOOST TO PROFITS DESPITE CRASHES IN RUSSIA AND ASIA

## Banks offset effects of financial crisis

By Samer Iskandar in Paris

Commercial de France rose 39.2 per cent to FF1.12bn. The three banks reported strong growth in domestic operations, with deposits rising 10.6 per cent at CCF. BNP said the first half was "characterised by strong activity in terms of new deposits and the continuation of growth in lending, both to companies and individuals".

Paribas yesterday announced first-half net income of FF4.21bn (\$572m), up 26 per cent from the same period last year. Profits at Banque Nationale de Paris were also up 25.6 per cent at FF3.99bn, while Crédit Com-

"We are beginning to see the benefits of the merger," said André Lévy-Lang, chairman. "We can already feel the effects of growth in retail services."

Bank shares were among the worst performers yesterday in a falling market. While the CAC-40 index closed 4.8 per cent lower, Paribas lost 7.6 per cent to FF420, CCF 6.3 per cent to FF385.9 and BNP 8.7 per cent at FF327.8.

Analysts said the fall was technical, and not due to the

provisioning of Russian and Asian exposures. Shares had outperformed other sectors in previous sessions.

Provisions were in line with expectations, after Société Générale announced earlier this week that it was booking a FF2.5bn general provision in its first-half results "to take into account the emerging markets crisis". Its shares yesterday closed 11.8 per cent lower at FF421.

Paribas included in its first-half results FF2bn in

provisions linked to the Russian and Asian crises, covering 35 per cent of its exposure to these markets as calculated at the end of August.

BNP also raised its provisions by FF1.9bn to FF4.5bn for the five troubled Asian economies - South Korea, Indonesia, Malaysia, the Philippines and Thailand. The bank said its Russian exposure amounted to FF4.3bn at the end of July, consisting of FF2.5bn of foreign currency-denomi-

nated sovereign debt.

The outlook for the second half, however, is less promising.

Charles de Croisset, chairman of CCF, said the bank's objective was to "confirm in the second half our strong performance, in a more difficult environment".

In spite of the current crisis, Mr Lévy-Lang expected Paribas's return on equity to match last year's 13 per cent, "unless there is a global meltdown". The long-term target of 15 per cent would be reached in 2000.

By Neil Buckley in Brussels

## KBC coy on Rabobank link-up talk

By Neil Buckley in Brussels

KBC, the new Belgian banking and insurance giant, yesterday played down prospects for an alliance with Rabobank, but said there had been contact over possible co-operation with Robeco, the Dutch bank's fund management arm.

He added that KBC had had discussions about "joining efforts" with Rabobank's Robeco - the Netherlands' biggest manager of client funds - as the group sought to internationalise KBC Securities, its fund management business, which had no conclusions had been reached.

Mr Vermeireen said KBC had registered its interest in the privatisation of CSOB, the Czech foreign trade bank, and in the Romanian development bank.

He said the first-half profits increase reflected a "significant" rise in net commission income on the banking side, plus a favourable trend in both life and non-life insurance activities.

Total gross revenues increased 32 per cent from BF71.7bn to BF94.5bn, with operating costs up only 12.6 per cent from BF42.85bn to BF48.19bn.

Group profits before tax increased 42 per cent to BF26.94bn, with insurance profits up 45.5 per cent at BF7.71bn, and banking up 40.6 per cent at BF19.29bn.

Written-down and provisions for credit risks increased from BF6.31bn to BF8.2bn. The group also made a BF4.7bn transfer to its fund for general banking risks and made a BF4.7bn provision for its insurance business.

Earnings per share increased 14 per cent from BF46.7 to BF53.4.

## Deutsche Bank unit to buy Hoechst division

By Graham Bowley in Frankfurt

Hoechst, the German life sciences group, is to sell its Vianova synthetic resins division to the private equity arm of Deutsche Bank.

The sale, valued at around DM800m (\$464m), is the first private equity deal since the reorganisation of the German bank's asset management business this year.

The deal continues Hoechst's widespread restructuring. Jürgen Dörmann, chairman, is attempting to turn the once sprawling German chemicals giant into a leaner company focused on pharmaceuticals and agrochemicals.

A letter of intent is expected to be agreed between Hoechst and Morgan Grenfell Development Capital -

Hoechst said Deutsche Bank had beaten a number of financial investors and industrial competitors interested in buying Vianova.

Deutsche's private equity division is using an existing \$350m (\$352m) private equity fund to pay for the Hoechst division, which employs 1,700 people in Germany and Italy.

Deutsche is also taking a direct stake in the company, but this is intended to be bridge financing until a new private equity fund is raised.

Graham Hutton, chief executive of Morgan Grenfell Development Capital, said existing management would stay in place at Vianova and would participate in the buy-out.

He said Morgan Grenfell



Tightly focused: Jürgen Dörmann favours a leaner business model

Development Capital, which wants to push more aggressively into the German market, intended to retain and develop Vianova for up to

five years. He said it was possible that the company, which has annual revenues of around DM900m, could grow through acquisitions.

Under plans outlined yesterday, about 22 per cent of the group's capital will be placed on the market in coming weeks, if conditions permit.

The company will remain under public sector control, however, with 60 per cent of its capital in the hands of the Caisse de Dépôts et Consignations, the state-controlled financial institution, and the French post office.

Under the plans, the state - which owns 42.4 per cent of the capital - will sell about 51m of its 54m shares. There will also be a FF1.5bn capital increase, consisting of about 9.8m new shares.

A minimum of about 25m shares will be placed on the market, with a large chunk of the remainder earmarked for existing shareholders.

After the planned operations, the state's holding in CNP would have fallen to 1 per cent, while that of the Caisse de Dépôts et Consignations would rise from 30 to 40 per cent.

The stake of the post office would rise from 17.5 to 20 per cent and that of the Caisse d'Épargne savings network from 10 to 12.5 per cent.

In addition, a total of 4 per cent of CNP's capital would go to "new partners" likely to include Swiss Reinsurance, one of Switzerland's largest reinsurers.

The share sale will involve a fixed-price offer for private investors of a minimum of 100 shares and a placement with French and foreign institutions of about 15m shares. The indicative price range for the flotation is FF146-FF162. Private investors will pay FF14 a share less than institutions.

The pre-placement period began yesterday, with the price due to be fixed on September 23. The shares would be quoted from October 6.

The company is the biggest life insurer in France with more than 19 per cent of the market.

## Breuer sees European banking shake-up

By Andrew Fisher in Frankfurt

Banks in Germany, France and Italy face "massive consolidation" as the pressures of globalisation, the arrival of the euro and the advance of electronic and internet banking force them to combine in more competitive units, Holz Breuer, chairman of Deutsche Bank, said yesterday.

But he said yesterday that Germany was also resistant to foreign takeover and merger attempts. It also remained to be seen whether

foreign banks would be allowed to play a significant role in Italian bank restructuring.

"Over time, euroland will have to open up," he said. But countries' emotional and psychological objections to deals involving big foreign banks could be mitigated if these were in specialised areas such as retail or investment banking.

He said yesterday that Germany was also resistant to foreign takeover and merger attempts. It also remained to be seen whether

"That would be more likely to be successful than if a big elephant comes along and the small one [the target bank] says 'My God, that's the end of my 100-year history'." He said the trend towards specialisation in banking was increasing as information technology opened up competition from non-banks in retail, broking and other banking sectors.

Thus German-type universal banks, grouping an array of retail and wholesale activities under one roof, were being forced to change. "Our business is characterised by developments in IT." Big banks would have to adopt a "multi-specialist" approach, using their strong brands and customer links to win business through customised services and products.

## Volvo aims to raise margins in shake-up

By Holger Simonen, Motor Industry Correspondent

Volvo expects to raise profit margins in its truck, bus and other non-car businesses by up to two percentage points by improved co-ordination of product development, purchasing and logistics.

Leif Johansson, group chief executive, said he expected operating profits to increase by up to FF2.5bn (\$251m) a year once the measures took effect. He warned, however, the savings would not necessarily feed into Volvo's net profits, as the benefits might be partly eroded by weaker prices or heavier manufacturing costs.

Mr Johansson, who has instituted a review of Volvo's operations, stopped short of regrouping Volvo's truck, bus, construction equipment and marine

engine operations into a new "commercial products" division. With sales of about SKr100bn a year, turnover in commercial products is on a par with Volvo's core car division.

"We might have become even more focused, but that would have created a structure which would have added more costs," he said.

The changes would roughly halve the number of companies supplying Volvo's commercial products operations to 2,000, significantly reducing its SKr2.5bn a year purchasing bill.

"Up to six of the group's biggest suppliers, such as Bosch and Valeo, which sell parts across the group, would be controlled centrally to co-ordinate and cut prices.

Mr Johansson cited numerous cases in commer-

cial products where money could be saved by improved co-ordination in product development, purchasing, logistics.

Volvo's bus subsidiary alone currently bought seats from more than 50 suppliers. "I could well see us working with three, four or five."

Savings of SKr400m a year would come from harmonising engine needs within the next three years. Future products will use one family of large diesel engines, to be sourced internally, and two families of smaller diesels under development by Deutz. Volvo agreed to develop future engines in the 4.7 litre range with the German diesel specialist.

Mr Johansson said the group would outsource other big components when they could be produced more cheaply by outsiders.

## Strong growth at Rheinmetall

By Tobias Beck in Bonn

Rheinmetall, the fast growing German industrial group, yesterday reported strong first-half growth and forecast pre-tax profits of more than DM200m (\$116m) for the full year.

Pre-tax profits in the first six months were DM10.2m, up from DM2.1m last year, but the company insisted that figure was of little significance since the bulk of sales, particularly in Rheinmetall's automotive and defence units, were booked in the second half.

Group sales rose 35.4 per cent year-on-year to DM3.6bn, while orders increased 43.7 per cent to DM4.29bn.

The order book value rose 16.9 per cent to DM7.35bn at the end of June, compared with the previous year.

The group predicted full-year sales of DM6.1bn, and added that it was on track to achieve its declared goal of sales exceeding DM10bn by 2000 for the full year.

All of Rheinmetall's divisions contributed to sales growth in the first six months, the company said, adding that all divisions would contribute to full-year profits.

Rheinmetall's automotive division, accounting for 41 per cent of group sales, had enjoyed particularly strong growth, reflecting the recent upswing in the car industry.

The Düsseldorf-based conglomerate, which has more than 50 subsidiaries, has over the past few years built on its core defence activities and invested massively in diversification in the field of car-parts and engineering.

The pre-placement period began yesterday, with the price due to be fixed on September 23. The shares would be quoted from October 6.

The company is the biggest life insurer in France with more than 19 per cent of the market.

what Audi intends to be an accelerated period of growth for Cosworth Technology, which groups together the engineering, castings and powertrain consultancy divisions. It excludes Cosworth Racing, which Audi is selling to Ford - its principal customer - for an estimated \$250m.

The operations are profitable and turned over about \$200m last year.

Audi is poised to place several large contracts with its new subsidiary but is anxious for the independent consultancy to grow in tandem. "Audi knows and fully accepts that there are whole areas of Cosworth from which it will be barred," Cosworth said last night.

The company also has a new deputy chairman, Klaus Bickle, 48. He has most recently been in charge of Cosworth's manufacturing operations in China.

The moves coincide with management changes at Audi's operations in North America. Gerhard Kraus, currently Audi vice-president in charge of the UK engineering consultancy, has been promoted to become president and chief executive of Volkswagen of America and will be replaced by Len Hunt, currently director of Audi UK, from January.

## Promodès ahead 17.6% to FF621m

By David Owen in Paris

Promodès, the French retailer which last year launched a failed FF31.6bn hostile takeover bid for its rival Casino, has reported a 17.6 per cent increase from FF7.32m to FF7.62m (\$107m) in first-half net attributable profit.

The result was achieved on turnover ahead 8.4 per cent at FF75.2bn.

Rallye, which now owns 53.6 per cent of Casino's capital, up from about 26 per cent a year ago, reported a

first-half net profit of FF4.25m on turnover of FF73.8m. It said Casino's results were strongly ahead.

Net attributable profit, however, fell from FF7.32m to FF7.03m. The group attributed this to increased financial costs linked to the increase of Rallye's stake in Casino, losses at Athlète's Foot, a US sports retailer, and a FF75.2m exceptional gain in the first half.

It said Casino's account had been integrated with those of Rallye since March 1.

Notice of Market Price Adjustment to the Noteholders of STB Cayman Capital Limited  
\$110,000,000,000  
0.5 per cent, Mandatory Exchangeable Subordinated  
Guaranteed Notes Due 2007  
exchangeable for shares of common stock of and  
guaranteed on a subordinated basis by  
The Sunbeam Trust  
and Sunbeam Company, Limited  
See Note

Notice is hereby given that, the Exchange Price at which the Notes may be exchanged into Shares of the Bank, will be adjusted in accordance with the Section 11.4(a) of the Noteholders' Agreement dated June 25, 1997 among STB Cayman Capital Limited, the Bank and Chase Manhattan Trust, Trustee. The Exchange Price immediately before such adjustment was Yen 1,533 and the Exchange Price after such adjustment will be Yen 1,500.

STB Cayman Capital Limited  
September 11, 1998

**MINORCO**

NOTICE TO HOLDERS OF BEARER SHARE CERTIFICATES PAYMENT OF COUPON NO. 22

With reference to the notice of interim dividend published in the press on September 4, 1998 the following information is published for the guidance of holders of bearer share certificates.

The dividend of 22 cents was declared in United States currency. The dividend will be paid on or after October 22, 1998, against surrender of Coupon No. 22 detached from bearer share certificates as follows:

(a) at the offices of the Corporation's Continental paying agents:

Banque Générale du Luxembourg Crédit du Nord 50, avenue J. F. Kennedy L-2931 Luxembourg

Bankers Trust Company 700 Park Avenue, New York, NY 10016, U.S.A.

(b) at the offices of the Corporation's London paying agents:

Bankers Trust Company 3-10 Green Tower Street, London EC3R 7ER, U.K.

Interest on coupons deposited in United States dollars (in which case they must comply with any applicable Exchange Control regulations), payment will be made in United Kingdom currency after:

(i) in respect of coupons lodged on or prior to October 15, 1998, at the United Kingdom currency equivalent of the United States currency value of the dividend on October 6, 1998; or

(ii) in respect of coupons lodged on or after October 16, 1998, at the prevailing rate of exchange on the day the proceeds are required to Computerware Services PLC in London.

Coupons must be left for at least four clear days for examination (eight days if payment in United States currency has been requested) and may be presented any weekday (Sunday excepted) between the hours of 10 am and 3 pm.

United Kingdom income tax will be deducted from payments in United Kingdom currency, unless such coupons are accompanied by Inland Revenue non-residence declaration forms. Where such deduction is made the net amount of the dividend, after deducting United Kingdom income tax at 20% will be 17.6 cents United States per share.

In the case of payments made in United Kingdom currency the sterling equivalent of the net dividend will be calculated in accordance with sub-paragraph (b) above.

Copies of the interim report of Minorco for the six months to June 30, 1998 will be available from the Registered Office of the Corporation and the offices of the paying agents referred to above on or about September 17, 1998.

By Order of the Board  
N. Jordan, Secretary  
Minorco Société Anonyme  
September 10, 1998  
R.C. Luxembourg No.B12139

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## COMPANIES & FINANCE: ASIA-PACIFIC

INVESTMENTS NEW ZEALAND COMPANY REVEALS ONE OF THE WORST RESULTS IN THE COUNTRY'S HISTORY AFTER BOARDROOM TURBULENCE

# Large Brierley writedowns lead to losses of NZ\$904m

By Terry Hall in Wellington

Brierley Investments yesterday unveiled one of the worst results in New Zealand corporate history after asset writedowns of NZ\$1.95bn (US\$603m) for the year to June 30.

The net loss of NZ\$904m, compared with a profit of NZ\$11.3m last year, was accompanied by a statement from Sir Roger Douglas, executive chairman, that Brierley would focus over the

coming year on reducing debt which stood at NZ\$46m at the end of June.

Since April, Brierley has also undergone a management coup that saw the departure of its chairman and chief executive, boardroom ructions and an aggressive restructuring.

The company had raised NZ\$700m since June through asset sales, special dividends and capital returns from subsidiary companies, and Sir Roger, former

New Zealand finance minister, promised an equally ruthless approach to raising money.

The focus on debt reduction meant that the company would not seek further investments, Sir Roger said.

He said no final dividend would be paid. This was a source of boardroom discord with the majority shareholder, a Malaysian-based company, which had demanded a dividend. Sir Roger said the board had

voted unanimously not to pay the dividend and for the bigger-than-expected asset writedowns.

He said the writedowns were forced on the company as the restructuring showed that many investments, especially in Asia and the US, were not sustainable. The bulk of the special provision of NZ\$452m related to these investments, with the balance of NZ\$564m reflecting the disparity between the market and book values of various investments

and "realistic" estimates of their worth.

The level of provisioning and changed accounting policies meant that the company had temporarily breached its borrowing covenants relating to reported profits. However, Herman Rockefeller, chief finance officer, said banks and credit agencies were supportive.

Some 75 per cent of Brierley's main investments are listed on international stock exchanges,

and many have seen a sharp slide in their market prices. The share price of Brierley itself closed on the New Zealand Stock Exchange yesterday at 49 cents, compared with NZ\$1.44 last year.

Sir Roger said that the sharp rise in debt levels and the rise in gearing from 33.1 to 48.7 per cent over the past year was mainly due to the impact on US-denominated debt due to the 20 per cent depreciation of the New Zealand dollar over the past year.

He announced that the recent tensions at board level meant that candidates for the vacant post of chief executive had indicated that they were no longer interested in the position. The company would continue to be managed by an executive committee that he would head.

The board was also seeking a new chairman. At the board meeting last week Sir Roger agreed to step down under pressure from Camerlin directors.

## Sinking Astra struggles to find bail-out plan

Sander Thoenes reports on efforts to cut costs, sell units and restructure debt

The Asian crisis turned Astra International from Indonesia's flagship into a sinking ship, but now the carmaker is restructuring.

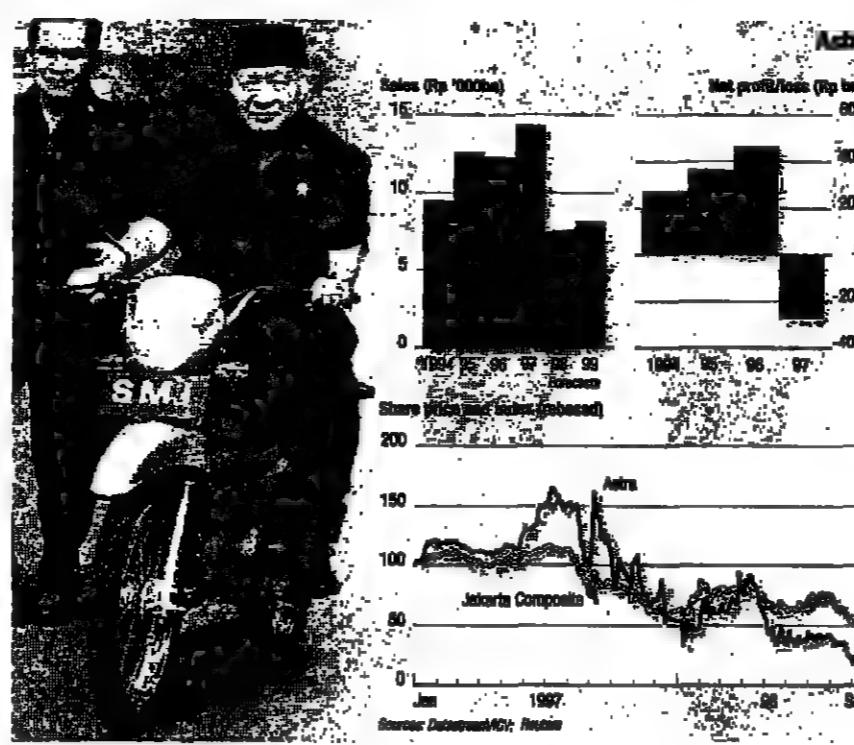
The group almost went under because of disastrous diversification by the founding family, forcing its members to cede control in 1996. With professional managers installed, Astra steamed along until, at full speed, it ran into obstacles.

Domestic sales collapsed with the Indonesian economy, hitting a low of 884 cars in June, compared with 19,112 the year before, and 22,915 motorcycles, compared with 64,005 in June 1997.

Worse, Astra faces a foreign debt of roughly \$2bn, mostly to Japanese banks, and Rp2,000bn (\$163.7m) in domestic debt. Some 70 per cent of foreign debt is hedged but hedging costs have shot up, with some contracts charging 30 per cent. Like most Indonesian conglomerates, Astra has stopped paying interest or principal.

"Right now it's a sinking ship," said David Chang, head of research at Trimegar Securities. "If you take the company apart and sell subsidiaries, there won't be enough left to pay the loans."

Rini Soewandi, who was promoted from finance direc-



tor to president director this year, is more optimistic. "We have good partners, we have good products," she said. "In the long run, this business is quite strong. We just need time."

Astra is cutting costs and offering its creditors a debt restructuring proposal in October.

In return, Astra is willing to cede majority control of its car production ventures and sell non-core businesses. The group is Indonesia's largest car and motorcycle producer in partnership with Toyota, Honda and other producers. Mrs Rini said she expected Delaihu to agree this month to increase its stake from 20 to 40 or 50 per cent, which would mark the first big domestic asset sale or debt-for-equity swap by Indonesian debtors to date.

Isuzu and Honda have been made similar offers, but not Toyota, Astra's largest venture, which has less debt than other ventures.

This month, Astra also expects to announce a \$30m sale of its semiconductor subsidiary to an US investor. Stake in its Sumalindo plantation subsidiary, its mining venture and a contract mining equipment company are for sale as well.

Astra has laid off some 10,000 of its 120,000 employees, mostly in marketing and distribution. More will have

to go but most are in the profitable plantations. It is also reconfiguring its production lines, built for car and motorcycle components, for products that can be exported, such as Barbie dolls and instant cameras.

Mrs Rini conceded that Astra had also been overeager to keep majority control over its ventures, forcing the holding company to take on \$1bn in debt to finance expansion rather than let partners invest more in return for greater stakes. "That is too costly for us now," she said.

Mrs Rini also blamed herself for failing to hedge all of Astra's debt in October 1997, when the rupiah fell to Rp4,000 to the dollar. Many thought the rupiah had hit bottom but it is now around Rp12,000, leaving Astra with an open position of \$800m.

Analysts suspect Astra, like many Indonesian com-

## Insurance group in bid for SGIO

By Russell Butler in Sydney

The rationalisation of Australia's financial services sector continued yesterday with Westfarmers, the diversified industrial group, launching a A\$330m (US\$183m) bid for SGIO, the Western Australian insurer.

Westfarmers, which operates a rural insurance business in Western Australia, unveiled a A\$1.80 a share offer for SGIO after snapping up a 15 per cent stake on the Australian stock market.

Westfarmers said the bid would create a general insurer in the state with enough capacity to compete against larger Australian and foreign companies.

The bid is the latest in a series of takeovers and acquisitions in Australia's insurance industry. Last month AMP, Australia's largest insurer, made a A\$1.85bn offer for GIO Australia Holdings. Colonial announced that it was acquiring the Australian and New Zealand operations of the UK-based Prudential Corp for A\$1.35bn.

There has also been speculation that ANZ Banking, Australia's fourth largest bank, has been contemplating a takeover for National Mutual, the country's second biggest insurer.

Michael Chaney, Westfarmers' managing director, said "the marriage of Westfarmers' insurance business and SGIO is a very natural one". Westfarmers, which owns businesses covering fertiliser, chemicals, energy, merchandise and transport, acquired about 30m of the 34.8m SGIO shares traded yesterday. SGIO shares rose 30 per cent to close at A\$1.83, slightly above Westfarmers' offer.

The SGIO board last night advised taking no action regarding the offer.

## NEWS DIGEST

### RETAILING

#### Dickson Concepts plans North America expansion

Dickson Concepts, the Hong Kong-based luxury retail group, has completed an exclusive deal to produce and distribute Tommy Hilfiger leather goods and accessories in North America.

The attempt to boost overseas activities comes amid what Dickson Poon, chairman, described as "the worst trading conditions ever" for its Asian operations. Falling property and stock markets and rising unemployment have damped prospects within the retail sector. Retailers have responded with aggressive and prolonged sales, which have squeezed margins further. "If continued, these sales will result in consumer confidence being seriously undermined and profitability becoming an unrealistic expectation," said Mr Poon.

Dickson Concepts has invested up to US\$30m in its new venture with Tommy Hilfiger, giving it the right to produce and distribute leather goods and accessories in the US and Canada. The group has long sought to build its presence in the US, to complement its sizeable European portfolio where interests include the Harvey Nichols department store in London and the ST Dupont luxury goods maker of France.

Analysts said the Tommy Hilfiger deal could help pave the way for a more substantial US interest. Louise Lucas, Hong Kong

### TECHNOLOGY

#### NEC and Lucent in tie-up

NEC, the Japanese computer giant, and Lucent Technologies, the US electronics group, said yesterday they would jointly develop and manufacture application-specific integrated circuits (Asics) for use in consumer electronics.

The move is part of the two companies' effort to develop systems-on-a-chip technology, which combines memory and logic cells on a single chip to improve efficiency of consumer electronic products. Lucent will use NEC's embedded dynamic random access memory cell technology to design the Asic chip, NEC will manufacture the product, which will be marketed by Lucent from June 1999. Deborah Haynes, Tokyo

### JAPAN

#### Marubeni debt downgraded

Moody's, the credit rating agency, has downgraded the long-term debt of Marubeni, one of Japan's leading trading companies, from A3 to Ba2 on concerns about its long-term prospects. The downgrade reflects growing concerns about the outlook for Marubeni, which is vulnerable to the downturn in Japan's domestic economy as well as the currency crisis and subsequent slump in Asian markets. In particular, Marubeni's exposure to Chandra Asri, an Indonesian petrochemical project in Indonesia in which it has a 21.2 per cent stake, has been a focus of concern. Michiyo Nakamoto, Tokyo

## The "Shell" Transport and Trading Company, Public Limited Company

### Interim Dividend 1998

Notice is hereby given that a balance of the Register will be struck on Friday, 2nd October, 1998 for the preparation of warrants for an Interim dividend for the year 1998 of 5.3p per 25p Ordinary share payable on Monday, 2nd November, 1998. The Interim dividend will be paid as a foreign income dividend.

For transferees to receive this dividend, their transfers must be lodged with the Company's Registrar - Lloyds Bank Registrars, The Causeway, Worthing, West Sussex BN99 6DA, not later than 3pm on Friday, 2nd October, 1998.

### Share Warrants to Bearer

The Coupon to be presented for the above dividend will be No. 202 which must be deposited at Lloyds Bank Registrars, Corporate Actions, Receiving Bank Services, Ground Floor, P.O. Box 1000, Antholin House, 71 Queen Street, London EC4N 1SL (not later than 3pm on Wednesday, 21st October, 1998, to receive payment on Monday 2nd November, 1998) or may be surrendered through Messieurs Lazard Frères et Cie, 121 boulevard Haussmann, 75382, Paris Cedex 08.

By Order of the Board  
Miss J.E. Munif  
Secretary

Shell Centre,  
London SE1 7NA  
10th September, 1998

## Trigem plans sub-\$500 personal computer

By Alan Case in Estoril, Portugal

Trigem Computer, the Korean computer maker, is planning to launch a high specification personal computer this year for less than \$500. It could be a powerful blow in the battle to win share in the market for sub-\$1,000 machines.

The new machine could cause disruption in the

industry which is experiencing difficulties over the unexpected success of low-cost computers which use low-powered processors but offer most of the functions of more sophisticated machines.

Mr Yong-The Lee, founder and chairman of Trigem Computer said it would be the first time that a fully configured PC would be offered at a genuine con-

sumer electronics price. It would be marketed in the same price bracket as top of the line colour television and video recorders.

Speaking at the ETRE computer conference in Estoril, Portugal, he said he expected the low price to result in explosive growth in personal computing, just as breaking the \$500 barrier had promoted the spread of video recorders to near sat-

uration levels. The new machine, to be marketed in November in the US and Europe at \$499.99 would feature a 266 megahertz processor, 32 megabytes of fast memory and a 58K fax modem.

The price would include a colour monitor. Industry analysis said yesterday that while the machine was not the most advanced available, it was more sophisticated

than any at that price.

Mr Lee said the computer would be marketed through other manufacturers who would brand it as their own.

He refused to identify the maker of the processor chip, suggesting it might come from a company other than Intel, the US group.

Trigem, formed in 1980, turned over \$800m in 1997 and has the largest share of the Korean PC market.

Analysts suspect Trigem, like many Indonesian com-

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Or get a 312 issue subscription for £409.99 and save 95% off the cover price.

Or get a 336 issue subscription for £439.99 and save 100% off the cover price.

Or get a 360 issue subscription for £469.99 and save 105% off the cover price.

Or get a 384 issue subscription for £499.99 and save 110% off the cover price.

Or get a 408 issue subscription for £529.99 and save 115% off the cover price.

Or get a 432 issue subscription for £559.99 and save 120% off the cover price.

Or get a 456 issue subscription for £589.99 and save 125% off the cover price.

Or get a 480 issue subscription for £619.99 and save 130% off the cover price.

Or get a 504 issue subscription for £649.99 and save 135% off the cover price.

Or get a 528 issue subscription for £679.99 and save 140% off the cover price.

## COMPANIES &amp; FINANCE: THE AMERICAS

BANKING CITICORP, BANKBOSTON, NATIONSBANK AND BANKAMERICA SHARES SUFFER FALLS OF AT LEAST 9% BY MIDDAY

## Bank stocks fall on Latin America turmoil

By John Authers in New York  
and Victoria Griffith in Boston

Bank shares resumed their terrifyingly swift downward progress on Wall Street yesterday morning, with Latin American exposures now taking prominence as the main source of alarm.

By midday, the Philadelphia Stock Exchange/Keefe, Bruyette &amp; Woods bank index, the main benchmark for the sector, had shed more than 6 per cent of 39.36 for the day at 612.79.

The index peaked at more than 930 less than two months ago.

All of the largest banks saw serious declines with Citicorp, NationsBank, and

BankAmerica all suffering falls of 9 per cent or more. One the worst falls was suffered by BankBoston, which by mid-session had shed 8.32 per cent, down \$3.75 for the day at \$35.75.

Its high, set in July, was \$39.75.

The bank was paying the price for its heavy exposure to emerging markets, particularly in Latin America.

About 20 per cent of BankBoston's earnings come from Brazil and Argentina, where it has extensive local commercial banking operations.

Two weeks ago, the group announced that its quarterly loss on trading positions had reached \$30m, including a \$10m loss in Russia.

All bank rating agencies

agree that a downturn in Latin America is potentially much more serious for US banks than the collapse of the Russian economy.

Gregory Root, president of Thomson BankWatch in New York, said: "There's no comparison with Russia. That impacted a lot of people, but if you look at the magnitude of the losses compared with the size of the banks' capital it's not an issue - it just wiped out a quarter's earnings. Latin America would be a huge number for a lot of banks."

Ironically, BankBoston had stepped up its concentration on emerging markets earlier this year, closing its operations in Paris and Frankfurt to redirect funds

to eastern Europe, and expanding its retail presence in Latin America.

In the first few months of the year, BankBoston opened 46 new branches in Argentina and eight new branches in Brazil.

In 1991, soaring profits from its operations in Brazil and Argentina saved the bank from collapse after huge property investments in New England turned sour.

The bank appointed the former head of the Brazil operation, Henrique Melrelles, as president of the entire bank two years ago.

Mr Melrelles has spearheaded BankBoston's aggressive moves into Asia, Russia and Latin America.

Mr Melrelles was unavailable for comment yesterday, but his philosophy in regard to emerging markets is well-known.

"Emerging markets are by nature volatile," he told the FT in a recent interview. "These downturns happen again and again until the economies have emerged. We see opportunity in such crises."

However, it will be difficult for the bank to use this latest crisis for bargain hunting as its own stock market troubles have weakened its ability to make late last month, BankBoston said its operations in Brazil and Argentina had not been affected by the latest stock

market debacle, and that earnings in those countries would surge by 20 per cent this year.

One point made by Mr Root is that BankBoston, like Citicorp, benefits from the fact that its operations in Argentina and Brazil are indigenous.

They might benefit from a "flight to quality" by nervous savers in the countries. He said: "They are probably less vulnerable to some of the market swings, compared with trading activity where things can move very quickly."

There's a significant difference in that versus some of the cross-border trading activities, which are much harder to pin down."

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and the Minneapolis Grain Exchange is also examining the possibilities. Nikki Taft, Chicago

BTR sha

Bae and

GE chairman optimistic of strong growth

By Richard Water in New York

General Electric's revenues are likely to grow by more than 20 per cent during the company's current financial quarter despite the worsening state of the global economy, Jack Welch, chairman, said yesterday.

Despite the powerful growth, however, Mr Welch cautioned that the US and European economies were not immune to the economic problems spreading elsewhere.

He also backed comments made last week by Alan Greenspan, Federal Reserve chairman, which raised hopes in the markets of a reduction in US interest rates, though the GE chairman stopped short of calling for a rate cut.

If GE were to meet Mr Welch's prediction and raise its revenues by more than a fifth in the three months to the end of September, it would represent a further acceleration of the company's growth. Revenues rose by 13 per cent last year and 14 per cent in the most recent quarter, to \$25.1bn.

Mr Welch also promised further cost savings from the US company's three-year-old quality initiative, known

internally as Sixth Sigma. The programme has cost about \$1bn to implement, but will have yielded savings of \$2bn by the end of this year, he said. More than half of those savings would come this year.

The Sixth Sigma drive has also raised GE's output from existing facilities, saving it more than \$1bn in capital investment that otherwise would have been needed to expand manufacturing capacity, Mr Welch added. These savings had made it possible for the group to raise profit margins over the past three years, despite the tough global environment, with deflation everywhere.

The GE chairman, speaking in New York yesterday, refused to comment on whether the group's revenue growth was now set to slow. He said that the US and Europe remained "the two pillars that are strong" in the global economy, but they would not be immune to the pressures spreading from other regions.

General Electric's shares, at \$77.4 yesterday were trading 20.4 per cent below their record set earlier this year, compared with an 18.4 per cent decline in the Dow Jones Industrial Average.



Jack Welch: predicted GE's revenues will grow by 20 per cent and promised further cost-savings from quality initiative AP

## Panama energy investors take \$300m stakes

By James Wilson, Panama City

Union Fenosa in the Spanish energy group, and Constellation Power of the US, have extended their influence in Latin America by agreeing to pay more than \$300m for stakes in three electricity distribution companies in Panama.

The regional distributors were formed earlier this year after being split from Panama's state power company and were sold yesterday in the first phase of the industry's privatisation, which went ahead in spite of turnout in emerging markets.

Only three companies took part in the sale and organisers admitted that recent uncertainty had caused some bidders to pull out.

Luc Dejonckheere, of the International Finance Corporation, which advised on the sale, said the government's strategy of using the privatisation to cut customer tariffs had also affected bids.

However the offers were well above the government's reserve prices and broadly in line with recent similar sales in El Salvador and Guatemala.

"I think it is a fair price

considering the market conditions," said Mr Dejonckheere. "We monitored the investors very closely and I think the government made the right decision to go ahead."

Union Fenosa, which already has stakes in power distributors in Argentina and Bolivia, is to pay \$212m for 51 per cent stakes in the Metro-Oeste company, which serves 214,000 customers and the Chiriqui company, which has 70,000 customers near the Costa Rica border.

Constellation Power, a wholly-owned subsidiary of Baltimore Gas &amp; Electric, had already moved into Central America by buying generating assets in Guatemala. Yesterday it agreed to pay \$55m for 51 per cent of the Noreste distributor, which has 170,000 customers and the port of Colon.

Panama's government is retaining a 39 per cent stake in each distributor with the remainder reserved for workers.

Panama's electricity privatisation should be completed next month when it is due to sell stakes in a further four companies that own generating assets.

## Mutual funds rating agency unfazed by dips

By John Authers in New York

The frightening declines in world markets have not alarmed Morningstar, the Chicago-based dominant US mutual fund-rating service.

The company, which is still private, is continuing to make the moves which would allow it to float on the market - although it has made no definite decision to do so - and it is busily engaged on a plan to expand into Japan.

It is also exploring options to build its business in Europe, particularly in Germany.

Morningstar, started 14 years ago as a newsletter, now has annual revenues of \$45m - still not a massive

amount. But its strategy of providing user-friendly guidance on mutual funds to retail investors through the internet and conferences as well as through its newsletters, has left it dominating industry sales, supplanting several longer established rating services.

Funds which cannot boast at least four stars on the company's five-star system are at a critical disadvantage. According to a report by Goldman Sachs, the investment bank, all the net cash flow recorded by the mutual fund industry - including \$21bn in equity funds last year alone - went to four and five-star rated funds. New investment was no longer than redemptions

for the rest of the industry. There are fears on Wall Street that retail investors' money will now begin to flow out of equities, inflicting further damage on share prices, but Morningstar's analysts believe this is premature. Many small investors put money into funds through retirement plans, and have learned to regard such investments as a long-term commitment.

Don Phillips, Morningstar president, said: "I don't think we've seen the long-term equity message tested yet. This is not the kind of event which will test it either. People aren't totally up their net worth."

He added: "There have been some really ugly losses

peak-to-trough, but that's not the way investors are measuring it. Psychologically, they want to look at where they are compared to where they bought, and they're still doing very well on that score."

Morningstar, which has grown on the back of small investors' enthusiasm, is also expanding, launching a new newsletter for direct stock investment earlier this year.

It is also in a joint venture with Softbank in Japan, with the ultimate aim of duplicating Morningstar's US role. At first, however, it is working much more closely with institutions, and attempting to help educate investors, now wary of the market

after almost a decade of downturns.

Tao Huang, chief technology officer and head of international business for Morningstar, said: "The degree of Japanese trust for Japanese institutions is at a low. There is a pretty big opportunity for US companies who don't have this history. Really what we are trying to do with the products is leverage what we know to have worked in the US appropriately for Japan."

The Japanese save heavily, but mostly in postal accounts offering less than 1 per cent per annum. With deregulation, Morningstar believes it can achieve the same kind of success it managed in the US, even in spite

of the current condition of the Japanese economy.

Despite its still relatively small size, many large publishers are eyeing Morningstar, primarily because of the power of its brand.

But the company does not seem to be in any hurry either to sell or to float on the market in an initial public offering. It says it is prepared and structured to become a public company, and has recently appointed a number of new vice presidents, but it still has no plans to go public.

"They are doing what Wall Street has told them to do for years. The irony is that when small investors start doing that they get criticised for irrational exuberance."

## OIL AND GAS

## Petition hurts Unocal image

The Union Oil Company of California (Unocal) suffered a public relations debacle yesterday when a coalition of environmental, women's rights, human rights and consumer advocate groups petitioned California's Attorney General to revoke the company's licence to operate in that state.

The petition accused Unocal, which had revenues of more than \$6bn last year, of worker rights and environmental misconduct.

The petitioners were particularly concerned with the construction of a gas pipeline through Burma to Thailand. "The building of the pipeline in Burma has been done with forced labour and caused the forced relocation of villagers in the area," alleged Robert Bensh, the lawyer who wrote the petition.

Unocal dismissed the allegations as "ridiculous". "I admit we've made some mistakes," said Barry Lane, a spokesman for the group. "But we've always taken responsibility for our actions." The company has admitted to numerous Occupational Safety and Health Act violations; in its annual report, the group said it may bear some of the liability for 82 toxic waste sites. Victoria Griffith, Boston

Comments and press releases about international companies coverage can be sent by e-mail to [international.companies@ft.com](mailto:international.companies@ft.com)

BANK OF GREECE

US\$300,000,000

Floating rate notes 2003

The notes will bear interest at 4.25397% per annum for the period 11 September 1998 to 11 March 1999.

Minimum principal 11 March 1999 per US\$1,000 note will amount to US\$31.44.

Global Agency and Trust Services, Chicago, IL, London

11 September 1998

CITIBANK

GOLDEN TULIP HOTELS

WORLDWIDE HOTEL

GOLDEN TULIP HOTELS

HOTELS

## Multi-currency Senior Debt Facility

NLG 350,000,000

For the Refinancing of the Existing Debt

and

Acquisition of New Hotel Properties

Arrangers

De Nationale Investeringbank N.V.

Lead Managers

Friesland Bank N.V.

ING Bank N.V.

IKB Deutsche Industriebank, AG

Managers

Vereins- und Westbank AG

Agent

ABN AMRO Bank, N.V.

De Nationale Investeringbank N.V.

July 1998

## NEWS DIGEST

## DERIVATIVES TRADING

## Nymex is given go-ahead for electricity contracts

The New York Mercantile Exchange, the largest of the Manhattan-based futures markets, has received regulatory approval for two new sets of electricity futures and options contracts, based on delivery in the eastern US, giving it a headstart in what could become a competitive battle between exchanges.

Nymex already trades electricity contracts based on western delivery, with volumes currently averaging about 2,500 contracts a day. But the new contracts will provide for delivery via the Cinerenergy transmission system, which is based in Ohio, and Entergy's system, which is focused on Louisiana. Nymex is also planning a third set of eastern US electricity contracts, with delivery through the Pennsylvania-New Jersey-Maryland interconnection system, but said yesterday that it had delayed submitting these for regulatory approval while the eight utilities involved in the PJM interconnection work out transmission policies.

Interest in US electricity contracts is expected to rise as more deregulation spreads through the power industry, and this has already caused the futures industry generally to look at their potential. The Chicago Board of Trade, the largest futures exchange, has been talking to mid-western utilities about introducing contracts based on that region, and the Minneapolis Grain Exchange is also examining the possibilities. Nikki Taft, Chicago

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## COMPANIES &amp; FINANCE: UK

INDUSTRIALS ANALYSTS EXPECT US GROUP TO RETURN WITH INCREASED OFFER

## Wassall's £351m outbids Cooper for TLG

By Susanna Voyle

Wassall, the industrial conglomerate has trumped a bid by Cooper Industries of the US for the UK lighting group TLG with a £351m cash offer.

The announcement late yesterday afternoon of the 175p-a-share bid sent TLG shares up higher to 175p, on speculation that Cooper, the Houston-based lighting

group, could raise the 160p-a-share offer it made at the end of last week.

Wassall already owns or controls 23.9 per cent of TLG - a stake it started to build in February last year. Wassall shares fell 5p to 245p.

Cooper said it was too early to say what action it might now take. TLG advised its shareholders not to take any action "pending clarification" from Cooper.

## Carlton in talks with Arsenal

By Patrick Harvie and Cathy Newman

Carlton Communications emerged yesterday as the next possible buyer of a top football club when the media group announced it had held "exploratory" talks with Arsenal that might eventually lead to a takeover of the Premier League champions.

The news came a day after British Sky Broadcasting, the satellite broadcaster, unveiled a £223m (\$1.03bn) agreed bid for Manchester United, Arsenal's rival.

Carlton and Arsenal said they had held a "very preliminary discussion on ways in which the two companies can work together". They said that although "one possible outcome could be an offer being made by Carlton for Arsenal, the talks were too preliminary in nature to assess the probability of any outcome".

Carlton played down the possibility of a bid for the north London club. The group is believed to have had contact with other clubs. The Arsenal talks may lead to the creation of a joint venture TV channel rather than a takeover.

Arsenal shares, traded on the unofficial OTC market, rose sharply. Accurate information on the share price was not available, but one stock broker estimated Arsenal shares had risen from 23.90 to 24.10, valuing the club at almost £1bn.

Analysts were not surprised by the talks. One said it "smacked of Johnny-come-lately", following BSkyB's proposed takeover of Manchester United.

Observers said Arsenal was a "more local business" than United with its global fan-base, and its potential to generate revenues from pay-per-view matches was more limited. One possibility is for Carlton to develop a channel with Arsenal and offer it to subscribers to OTC Digital, the terrestrial pay-TV service in which Carlton has a 50 per cent stake.

For Arsenal, the appeal of a sale to Carlton would be the access to financing for the club's development.

## RESULTS

	Turnover (£m)	Pre-tax profit (£m)	EPS (p)	Current payment (p)	Date of payment	Dividends corresponding dividend	Total for year	Total last year
Ast Control	6 miles to June 25	10 (5.15)	1.81 (0.65)	51 (2.5)	0.6	Nov 12	-	1
Bearl (London)	6 miles to July 31	44.5 (43.6)	2.68 (2.18)	4.4 (3.6)	3	Nov 2	2.5	-
Bentalls	6 miles to Aug 1	45.5 (45.5)	1.82 (1.79)	0.22 (0.245)	0.7	Nov 2	0.7	0.75
Beecher	24 miles to June 13	2,288 (2,246)	16.19 (17.26)	5.7 (4.1)	4.2	-	-	24
British Mohair	6 miles to June 30	22.3 (21.4)	0.285 (0.221)	1.5 (0.57)	1.4	Oct 23	1.4	-
BS	6 miles to June 30	8.55 (8.34)	0.175 (0.116)	3.4 (0.75)	1.5	Oct 23	1.5	-
BTR	6 miles to June 30	3,374 (3,668)	45.4 (51.8)	6.3 (0.71)	4.5	Nov 27	4.5	9.5
Centrica	6 miles to June 30	4,125 (4,222)	90.8 (102.1)	1.5 (0.81)	1.5	Nov 27	-	-
Chieftess	6 miles to June 30	70.1 (61.3)	1.12 (0.91)	0.5 (0.3)	1.4	Oct 30	1.3	-
Chicopee Textiles	6 miles to June 30	12 (10.4)	0.4 (0.3)	0.4 (0.1)	0.4	Oct 23	0.5	-
Deutsche	6 miles to June 30	31.3 (11.5)	2.23 (0.93)	1.497 (1.05)	0.4	Nov 2	0.2	-
Dimic	6 miles to June 30	102.8 (202.3)	21.79 (16.14)	0.59 (0.55)	4.1	Oct 23	3.75	-
Dowmengroup	6 miles to June 30	27.7 (22.8)	3.53 (2.95)	8.1 (6.3)	2.5	Nov 2	2.1	-
EDC	6 miles to June 30	36.5 (31.5)	0.56 (0.458)	3.65 (2.69)	1.2	Oct 16	1.1	-
Fording Homes	6 miles to June 30	11.6 (9.9)	1.53 (0.75)	17.1 (8.5)	3.2	Oct 16	2.3	-
Gallaher	6 miles to June 30	1,946 (2,084)	128.2 (166.7)	12.2 (17.9)	8.5	Nov 2	9.925	19.25
GEO Interactive	5 miles to June 30	1,688 (1,722)	8.11 (8.52)	7.87 (7.12)	1.5	Oct 23	-	-
Goldsmiths	6 miles to June 30	38.6 (31.7)	0.56 (0.42)	0.56 (0.2)	3	Oct 14	2.75	-
Goodwin	6 miles to June 30	1,065 (1,174)	78.94 (74.24)	1.01 (0.49)	1.2	Oct 23	4	-
Haywood Wilkins	6 miles to June 30	345.7 (305)	18.4 (12.8)	12.2 (15.2)	5	Oct 15	5	13.8
Leigh (John)	6 miles to June 30	810.7 (851.7)	16.49 (12.4)	13.8 (9)	3.75	Nov 20	3.5	-
Lind	6 miles to June 30	547.7 (523.3)	20.5 (24.7)	10.4 (18.2)	5.45	Oct 30	5.45	-
Linsight	6 miles to June 30	83.2 (80.4)	4.13 (0.024)	2.5 (0.5)	-	-	-	-
Linton Park	6 miles to June 30	105.2 (87)	17.8 (15.8)	6.3 (23.4)	7.25	Nov 9	8.25	-
Miller Group	27 weeks to July 5	356 (271)	3.64 (4.4)	5.37 (7.4)	1.5	Nov 13	1.5	5
Mowlem (John)	6 miles to June 30	714 (656)	1.3 (0.51)	4.1 (18.1)	2	Dec 31	1.5	-
National Express	6 miles to June 30	541 (473)	35.14 (23.56)	2.91 (16.4)	4.7	Oct 23	4	13.5
Oldman	6 miles to June 30	10,227 (9,112)	337.9 (379)	11.7 (8.8)	1.5	Nov 10	1.5	-
Pentagon	6 miles to June 30	145.9 (145.7)	10.4 (8.8)	11.7 (10.7)	4	Oct 3	3.6	-
Petroleum	6 miles to June 30	33.1 (32.7)	1.4 (1.275)	3.57 (0.91)	2.1	Oct 23	2.1	-
Quadrant	17 to May 31	1,477 (1,464)	0.024 (0.024)	11.47 (10.13)	0.6	Oct 26	0.6	-
Quintiles Hotel Houses	5 miles to June 28	184.9 (181.9)	18.07 (15.4)	4.5 (2.1)	-	-	-	-
Rathbone Brothers	6 miles to June 30	30.3 (24.4)	0.95 (0.51)	20.45 (16.38)	9.7	Oct 12	5	14
Rea	6 miles to June 30	4,491 (4,578)	9.01 (10.21)	30.45 (42.13)	0.965	Oct 19	10.27	31.25
Royal Doulton	6 miles to June 30	10,852 (11,18)	2.72 (1.93)	3.2 (1.3)	2.2	Nov 3	2.2	-
Saxa	6 miles to June 30	610.8 (559.5)	31.2 (28.2)	4.21 (4.01)	0.94	Nov 2	0.7	1.83
Sherid	6 miles to June 30	56 (52.6)	0.774 (0.525)	5.6 (5.2)	3.8	Nov 23	3.7	5.49
Soco International	6 miles to June 30	10,212 (10,16)	1.4 (0.334)	0.8 (0.5)	-	-	-	-
Spirax Sarco	6 miles to June 30	12,228 (13,13)	8,476 (7,24)	5.5 (17.4)	5	Nov 13	4.25	15.8
Tatton	6 miles to June 30	7,020 (6,981)	1.514 (0.085)	32.7 (11.1)	0.8	Oct 26	0.8	-
Telcraft	6 miles to June 30	4,16 (2.98)	1.07 (0.94)	3.5 (2.1)	-	-	-	10.5
United Biscuits	26 weeks to July 18	25,515 (26,024)	44.4 (41.7)	6.1 (0.8)	3.5	Oct 4	3.5	-
Yardley	6 miles to July 31	11 (11.3)	0.306 (0.773)	2.1 (4.7)	1.5	Dec 1	2.05	-
Yorkshire	6 miles to June 30	32.8 (35.7)	1.03 (0.51)	5.1 (0.5)	3.05	Oct 30	3.05	5.5

Investment Trusts JPY '94 Attributable earnings (p) EPS (p) Current payment (p) Date of payment Corresponding dividend Total for year Total last year

Perpetual 181.8 (149.1) 0.362 (0.367) 1.92 (1.93) 1.7 Oct 26 1.6 1.7 1.6

Highcroft - (0.519) 11.8 (0.85) 2.5 Nov 2 2.35 2.5

Excludes short-term. Dividends shown net. Figures in brackets are for corresponding period. After exceptional charge. \*With increased capital. Excludes short-term. +With reduced capital. +With corporate pro forma. Shares in dollars. \*Foreign income deferred. \*\*US currency except dividends. † Net income. ‡ Corporate profits for 15 months.

Appears in the Financial Times every Thursday, Friday and Saturday. For further information, or to advertise in this section, please contact

Matthew Hobson on +44 121 573 3249

After Phillips. The industry faces consolidation because of over-capacity.

Christopher Miller, Wassall chief executive, said the group had been considering a bid for some time. "We think that we can do a good job with TLG," said Mr Miller.

"It is essentially a sound company with good products, a good market share and a good geographical spread.

Andrew Bryant, of BT

With some love and care, our management and some money invested, it could do well."

At the time of its bid, Cooper had said it wanted to build a global lighting business.

Its offer represented a premium of 45 per cent to the closing price of TLG shares the day before it announced it was in takeover talks.

Andrew Bryant, of BT

Alex Brown, said Cooper was in a strategically stronger position. "They are consolidating this industry so they have got considerable benefits ahead with rationalisation costs to come out. Wassall would be buying it as a standalone business."

Wassall was advised by Merrill Lynch and TLG by Dresdner Kleinwort Benson. Warburg Dillon Read is acting for Cooper.

Who said utilities were dull?

A 9 per cent jump in Centrica's shares, even on the back of strong results, was eyebrow-raising. Admittedly there was good news on the cash-flow front, a turnaround in the service business and the prospect of a return of cash to shareholders. But the euphoric response was also driven by relief. The company's share of the domestic gas market has declined, but it is not collapsing. This is despite the fact that rival suppliers pay less for their gas, and then undercut Centrica. The company reckons

the reason its customers do not defect in droves is its level of service. Others call it inertia. Centrica's chances of retaining its customers are further enhanced by its entry into the electricity market. Its "dual fuel" offer rivals those promoted by the electricity companies. But the latter are sharpening their competitive positions by integrating supply businesses with power generation. Centrica will have to follow suit, and may find itself paying more than it would like if it were to

invest in building gas-fired power stations has boosted the value of such assets.

## COMMENT

Centrica

Share price since merger relative to the FTSE All-Share index



## Carlton/Arsenal

The urge to chant boring, boring Carlton is almost irresistible. Its discussions with Arsenal look like a potential "me-too" version of the British Sky Broadcasting/Manchester United deal, only less glamorous. Arsenal has far fewer fans than United. A new manager has revitalised the London club's performance, but how many are cheering in Manchester?

But if buying a club makes sense for one pay-television outfit, BSkyB, it has value for its new rival, Ondigital, in which Carlton is a shareholder. Owning Arsenal should give Carlton some leverage when television rights come up for renewal. If by then clubs are cutting their own deals, Carlton will also have a platform on which to screen endless Arsenal matches. Pay-television is a small part of Carlton's business. And there may not be many opportunities to exploit Arsenal across Carlton's London ITV franchise. Most matches make more money if televised on a subscription basis. But Carlton could yet have the last laugh

## CONTRACTS AND TENDERS

## GOVERNMENT OF THE REPUBLIC OF ZIMBABWE

MINISTRY OF TRANSPORT & ENERGY  
CALL FOR EXPRESSION OF INTEREST IN  
THE CONCESSION TO MANAGE AND OPERATE  
THE ZIMBABWE RAILWAY INFRASTRUCTURE

The Government of the Republic of Zimbabwe has decided, as a part of its Economic Reform Programme, to transfer the management and operation of the infrastructure portion of the National Railways of Zimbabwe (NRZ) to a concessionaire. The Government's objectives in offering a concession for the infrastructure entity are to ensure that:

- The railway infrastructure will be maintained to the necessary standard for safe, reliable and cost effective railway operations in Zimbabwe.
- Investment is secured for the railway infrastructure to reduce the fiscal burden and foster the development of competitive railway transport in Zimbabwe.
- The infrastructure is managed and operated in line with best international practice employing modern technology and methods.
- Local expertise is retained and developed to manage and operate the infrastructure as a viable commercial entity.

The NRZ network consists of 2,952 route km of track, of which 313 km is equipped with overhead electrification at 25 kV 50 Hz AC. The main line largely consists of continuous welded rail on concrete sleepers. Centralised Train Control (CTC) extends over 1,580 route km and 94% of the main line is equipped with electric signalling.

Freight carried in 1997/8 was 12,428 million tonnes with an average haul of 392 km. Passenger Services operate each way overnight between Harare and Mutare, Harare and Bulawayo, and Bulawayo and Victoria Falls. There are as yet no commuter services. Cross border passenger services operate from both Harare and Bulawayo to Johannesburg via Beitbridge and from Bulawayo to Lobatse via Plumtree. Contract arrangements for infrastructure access will be required with the operators of these services.

The concessionaire will be a company or consortium with wide experience of railway infrastructure maintenance and renewal and of the planning and control of train operations. Interested prospective bidders should submit a comprehensive Expression of Interest detailing:

- Experience of infrastructure maintenance and renewal plus train planning and control.
- Understanding of modern technology and techniques as applied in the railway industry.
- Experience of business process re-engineering and details of management capability.
- Financial standing of the company, or of each company involved in a consortium.
- Any litigation, judgements and enforcement orders against the company, its directors, company officers or major shareholders.

Pre-qualification will be based on an evaluation of the EOIs submitted, and pre-qualified parties will be invited to attend a pre-bid conference in Bulawayo on 9th October. Bidding for the concession will be through a formal Request for Proposals process, and ranking of the bidders for negotiations will be done on the basis of technical and financial evaluation of the proposals submitted.

Ministry of Transport & Energy;  
Secretary for Transport & Energy  
16<sup>th</sup> Floor, Room 91 or 103  
Kagwari Building  
4<sup>th</sup> Street / Central Avenue  
HARARE  
ZIMBABWE

Expressions of Interest submissions, in English, must be delivered to the Ministry of Transport and Energy at the above address by noon (GMT+2), Friday 25<sup>th</sup> September 1998

ETBA  
Finance

ECONOMIC &amp; FINANCIAL SERVICES S.A.

INVITATION FOR EXPRESSIONS OF INTEREST  
IN PURCHASING THE ASSETS OF  
HELLENIC HOSPITAL SUPPLIES INDUSTRY (ELBIONY) S.A.

ETBA FINANCE ECONOMIC &amp; FINANCIAL S.A. (formerly GREEK ECONOMIC &amp; FINANCIAL S.A.), based in Athens, Greece, is inviting expressions of interest in the purchase of the shares of ELBIONY S.A. This letter must be accompanied by an information file containing full details regarding the prospective buyer and, more specifically, for a company, regarding its ownership, administration and financial activity during the past three (3) years.

Interested prospective buyers to express their interest by submitting to the Advisor to the Shareholders of ETBA Finance, Athens, Greece, by 1600 hrs, on 20 September 1998 a non-binding letter of intent for the purchase of the shares of ELBIONY S.A. This letter must be accompanied by an information file containing full details regarding the prospective buyer and, more specifically, for a company, regarding its ownership, administration and financial activity during the past three (3) years.

**Summary data on the company for sale**  
ELBIONY S.A. is established on rented space in Athens at 3 G. Gennadius Street and is the only unit in Greece producing one-shot sterilized plastic syringes and needles and owns two production units.

The first is established in Corinth on a plot of land 20,804m<sup>2</sup> in area with buildings covering 5,142m<sup>2</sup>, producing one-shot syringes and needles.

The second is established at Mandria, Attica, on a plot of land 17,000m<sup>2</sup> in area with buildings covering 2,683m<sup>2</sup>, producing sterilized hospital supplies.

Both units were established during the years 1978-79 by the DAMES company. Following financial problems they were transferred in 1984 to the National Pharmaceutical Organisation (N.P.O.) and in 1987 to the Hellenic Pharmaceutical Corporation (E.O.P.H.). In 1990 the divisional company ELBIONY S.A. was set up for this purpose by means of the procedure for special liquidation. Today 95% of ELBIONY S.A.'s shares are owned by E.O.P.H. and 5% by the Institute for Pharmaceutical Research (I.P.R.E.T.).

The sale of ELBIONY S.A. was decided upon within the framework of the government's de-nationalisation policy.

**Sale Procedure and Time Frame**  
1. Shortlisting - invitation for expressions of interest - submission of binding offers  
Following the submission of expressions of interest (by 20/09/1998) a shortlist will be drawn up by the Financial Advisor and the seller. Preference will be given to buyers who are actively engaged in the broader health sector. The shortlisted prospects will receive an invitation to submit a binding offer and, on signing a confidentiality agreement, will receive the Offering Memorandum from the Advisor accompanied by the terms of the tender and a specimen of the letter of guarantee.

**2. Additional Information**  
In the next stage of the procedure, interested buyers will be given access to confidential data, may visit the company's installations and may ask questions. This informative procedure will end on 20/10/1998.

**3. Submission of binding offers - submission of offers - signature of offer contract**  
On the day of the tender, interested parties may submit to the Advisor by 1600 hrs, on 07/11/1998 at the Advisor's offices at 1 Eratosthenous and Vas. Constantino Streets, boxes offers accompanied by a letter of guarantee for the amount of 250 million drachmas.

These offers will be opened immediately in the presence of all interested parties and their content will be announced.

Following the assessment of the offers and the adjudication to the highest bidder, the relative contract will be signed for the transfer of the total number of shares.

**Basic terms for the submission of offers and letter of guarantee**

1. Offers must be submitted within the time limit and must state the price, the method and time of payment, the currency and the rate of interest for any part on credit. Offers containing terms or conditions contingent on the binding nature of the offer will not be accepted.

2. Essential factors in the assessment of offers are the creditworthiness and reliability of the buyer, the buyer's activity in the broader health field, the size of the offered price, the number of assured job situations, the business plan and the height of investments to be made; the commitment to continuing the operation of the plant and finally the guarantees provided for abiding by the above factors.

3. All expenses arising from the sale, according to law, and other essential acts will burden the buyer.

4. On penalty of invalidation, offers must be accompanied by a letter of guarantee from a bank legally operating in Greece, as per specimen contained in the Offering Memorandum, by which the content of the offer will be covered. The letter must be valid until its return to the guarantor bank.

5. By submitting an expression of interest, prospective buyers agree to the present terms and recognise the power of the sellers to conclude or terminate this sale or modify unilaterally the above terms at their absolute discretion.

6. Because a significant part of the informative material prospective buyers will receive, will be in Greek, they will have to make their own arrangements for translation, if necessary.

For additional information, interested buyers may apply to  
ETBA FINANCE S.A.

1 Eratosthenous and Vas. Constantino Streets, Athens, Greece,  
Tel. (301) 7262010, 7262028 and 7260799. Fax: (301) 7260954  
attention Messrs. Ilias Nikolaou and Constantino Georgis

## CONTRACTS AND TENDERS

## GOVERNMENT OF THE REPUBLIC OF ZIMBABWE

MINISTRY OF TRANSPORT & ENERGY  
CALL FOR EXPRESSION OF INTEREST IN  
THE CONCESSION TO MANAGE AND OPERATE  
THE ZIMBABWE RAILWAY INFRASTRUCTURE

The Government of the Republic of Zimbabwe has decided, as a part of its Economic Reform Programme, to transfer the management and operation of the infrastructure portion of the National Railways of Zimbabwe (NRZ) to a concessionaire. The Government's objectives in offering a concession for the infrastructure entity are to ensure that:

- The railway infrastructure will be maintained to the necessary standard for safe, reliable and cost effective railway operations in Zimbabwe.
- Investment is secured for the railway infrastructure to reduce the fiscal burden and foster the development of competitive railway transport in Zimbabwe.
- The infrastructure is managed and operated in line with best international practice employing modern technology and methods.
- Local expertise is retained and developed to manage and operate the infrastructure as a viable commercial entity.

The NRZ network consists of 2,952 route km of track, of which 313 km is equipped with overhead electrification at 25 kV 50 Hz AC. The main line largely consists of continuous welded rail on concrete sleepers. Centralised Train Control (CTC) extends over 1,580 route km and 94% of the main line is equipped with electric signalling.

Freight carried in 1997/8 was 12,428 million tonnes with an average haul of 392 km. Passenger Services operate each way overnight between Harare and Mutare, Harare and Bulawayo, and Bulawayo and Victoria Falls. There are as yet no commuter services. Cross border passenger services operate from both Harare and Bulawayo to Johannesburg via Beitbridge and from Bulawayo to Lobatse via Plumtree. Contract arrangements for infrastructure access will be required with the operators of these services.

The concessionaire will be a company or consortium with wide experience of railway infrastructure maintenance and renewal and of the planning and control of train operations. Interested prospective bidders should submit a comprehensive Expression of Interest detailing:

- Experience of infrastructure maintenance and renewal plus train planning and control.
- Understanding of modern technology and techniques as applied in the railway industry.
- Experience of business process re-engineering and details of management capability.
- Financial standing of the company, or of each company involved in a consortium.
- Any litigation, judgements and enforcement orders against the company, its directors, company officers or major shareholders.

Pre-qualification will be based on an evaluation of the EOIs submitted, and pre-qualified parties will be invited to attend a pre-bid conference in Bulawayo on 9th October. Bidding for the concession will be through a formal Request for Proposals process, and ranking of the bidders for negotiations will be done on the basis of technical and financial evaluation of the proposals submitted.

Ministry of Transport & Energy;  
Secretary for Transport & Energy  
16<sup>th</sup> Floor, Room 91 or 103  
Kagwari Building  
4<sup>th</sup> Street / Central Avenue  
HARARE  
ZIMBABWE

Expressions of Interest submissions, in English, must be delivered to the Ministry of Transport and Energy at the above address by noon (GMT+2), Friday 25<sup>th</sup> September 1998

REPUBLIC OF CAMEROON  
MINISTRY OF THE ECONOMY AND FINANCEINTERNATIONAL CALL FOR BIDS FOR THE PRIVATISATION  
OF THE CAMEROON INSURANCE COMPANY (SOCAR)

As part of its program of restructuring and privatising public and semi-public enterprises, the Government of Cameroon wishes to establish two new insurance companies (one general insurance and the other life insurance), in collaboration with private sector investors, to replace SOCAR Insurance Company.

Cameroon is at the centre of an economic and monetary union (CEMAC) grouping six countries in central Africa. Investors will enjoy immediate access to the insurance markets of Cameroon's neighbours.

SOCAR was created in September 1973. Its shares are held by the Cameroonian government (36%), public-sector entities (20%) and various foreign interests (44%). For many years, SOCAR was the most important insurance company in not only Cameroon but also in francophone Black Africa.

An international call for bids is being launched to find a shareholder to acquire a majority stake of at least 51% in the new companies. The minimum amount of capital is set at CFAF 2 Billion (FF 20 Million or USD 3.33 Million) for the general insurance company and at CFAF 250 Million (FF 2.5 Million or USD 416,000) for the life insurance company.

Parties seeking to take a majority stake in either of the two new insurance companies should be insurance or reinsurance companies with reputable and financially sound backgrounds. The government will allow companies without the necessary insurance or reinsurance expertise to take a majority stake in the new insurance companies under conditions spelled out in the information memorandum and terms of reference.

Potential investors can obtain an English or French information memorandum on this privatisation project along with a complete package of tender documents by contacting the individuals noted below.

Investors can join with Cameroonian or foreign interests to submit a joint bid. Those investors willing to take a minority interest in the new companies can submit an expression of interest to the Insurance Division of the Ministry of the Economy and Finance's offices. Once the winning bid has been selected, they will be advised of the price of shares established through the bidding process and invited to subscribe for shares at that same price.

Bids should be received by no later than Thursday, October 1<sup>st</sup> at the Ministry of the Economy and Finance's offices (as below).

M. Samuel Obam-Mbom  
Director of Economic Control and External Finance  
Ministry of Economy and Finance  
Postal Box 24  
Yaoundé, Republic of Cameroon

Tel: (237) 22 49 53 or (237) 22 19 63 or (237) 21 49 75  
Fax: (237) 23 35 22 or (237) 23 34 85 or (237) 23 35 27

Or  
Mr Georges Ononemeng  
Chief, Insurance Division  
Ministry of the Economy and Finance  
Postal Box 24  
Yaoundé, Republic of Cameroon  
Tel: (237) 22 21 09

The Minister of State for the Economy and Finance  
LE MINISTRE DELEGUE  
Pr. Jean Marie GANKOU

## PUBLIC NOTICE

NOTICE PUBLISHED BY THE SECRETARY OF STATE UNDER  
SUBSECTIONS 8(5) AND 10(6) OF THE TELECOMMUNICATIONS ACT  
1984

The Secretary of State hereby gives notice as follows.

1. He proposes to grant licences under the Telecommunications Act 1984 ("the Act") to Belgacom UK Limited, Cyberlight Europe plc, Alpha Telecom Limited, MPNRAC Limited, Level 3 Communications Limited, NTT Europe Limited, Call-Net (UK) Limited and Zetron Limited, ("the Licensees") to run telecommunication systems in the United Kingdom. The licences will be for a period of six months, thereafter being subject to reversion on one month's notice.

2. The principal effect of each licence will be to enable each Licensee to install and run telecommunication systems in the United Kingdom which may be connected to telecommunication systems outside the United Kingdom, and to provide a wide range of services but not any domestic services (i.e. services involving the conveyance of messages which originate and are subsequently terminated in the United Kingdom) or mobile radio services. Each licence authorises connection to a wide range of other systems, including earth orbiting apparatus.

3. Each licence will be subject to conditions such that section 8 of the Act will apply to it, thereby making each of the systems run under each licence eligible for designation as a public telecommunication system under section 9 of the Act. It is the intention of the Secretary of State to designate each of the Licensees' systems as a public telecommunication system.

4. The Secretary of State proposes to grant such licence in response to an application from each Licensee for such a licence because it will help to satisfy demands in the United Kingdom for the provision of services of the type authorised, will promote the interest of consumers in respect of the quality and variety of such services, and will maintain and promote effective competition between those engaged in the provision of telecommunication services.

5. He proposes to apply the telecommunications code ("the Code") to Level 3 Communications Limited and Zetron Limited subject to certain exceptions and conditions throughout the United Kingdom. The effect of the exceptions and conditions to the application of the Code is that the Licensees will have duties:

- to comply with various safety and environmental conditions, in particular (with certain exceptions) to install lines underground or only on such above-ground apparatus as is already installed for any purpose;
- to comply with conditions designed to ensure efficiency and economy on the part of the Licensee, in connection with the execution of works on land concerning the installation, maintenance, repair or alteration of its apparatus;
- to consult certain public bodies before exercising particular powers under the Code, including the local planning and highway authorities and English Nature, Scottish Natural Heritage, the Countryside Council for Wales, the National Trust and the National Trust for Scotland, as well as relevant electricity suppliers;
- to keep and make available records of the location of underground apparatus and copies of the exceptions and conditions to its licence to its powers under the Code and
- to ensure that sufficient funds are available to meet certain liabilities arising from the execution of street works.

6. The reason why the Secretary of State proposes to apply the Code to Level 3 Communications Limited and Zetron Limited is that it will need the statutory powers in the Code to install and maintain the telecommunication systems which are to be installed and run under its proposed licence.

7. The reason why it is proposed that the Code as applied should have effect subject to the exceptions and conditions referred to above is that they are considered requisite or expedient for the purpose of securing that the physical environment is protected, that there is no greater damage to land than necessary, that the systems are installed as safely and economically as possible, and that the Licensees to whom the Code is applied can meet (and relevant persons can enforce) liabilities arising from the execution of street works.

8. Representations or objections may be made in respect of the proposed licences, the application of the Code to Level 3 Communications Limited and Zetron Limited and the proposed exceptions and conditions referred to above. They should be made in writing by 12 October 1998 and addressed to the Department of Trade and Industry, Communications and Information Industries Directorate, 274 Grey, 151 Buckingham Palace Road, London, SW1W 9SS. Copies of the proposed licences can be freely obtained by writing to the Department or by calling 0171 215 1756.

Anthony J. Eden-Brown  
Department of Trade and Industry

11 September 1998

## PUBLIC NOTICES

We, Ettrick & Yarrow Spinners Limited, a provisionally liquidated company, with a strong customer base are seeking to expand by the purchase of a similar company, or by forming a merger with a like business. The business should preferably be situated in the West Midlands area with a turnover in excess of £1m.

All offers considered, but the company should have a strong management structure enabling it to integrate and compete in a larger market.

All offers in strict confidence to Ben Bell, Financial Times  
One Southwark Street, London SE1 9HL.

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Appear in the Financial Times every  
Tuesday, Friday and Saturday.  
For further information, or to advertise  
in this section, please contact  
Melanie Miles  
Tel: 0171 873 3349  
Fax: 0171 873 3064

For additional information, interested buyers may apply to  
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1 Eratosthenous and Vas. Constantino Streets, Athens, Greece,  
Tel. (301) 7262010, 7262028 and 7260799. Fax: (301) 7260954  
attention Messrs. Ilias Nikolaou and Constantino Georgis

BUSINESSES  
FOR SALECREATIVE CORPORATE  
AND CONSUMER EVENT  
MARKETING COMPANY

## FOR SALE



## India in move to support GDRs

By Krishna Guha in Bombay

India has moved to shore up the international market for Indian global depositary receipts – the biggest such market in the world – making it easier for investors to convert the GDRs into their component equities.

Analysts said the move would enable more efficient arbitrage between the international and domestic markets for Indian shares, thus insuring against the risk of GDRs trading at a discount to the home market.

It follows a sharp erosion of GDR premiums between March and June, when India's nuclear tests and a renewed threat of emerging market contagion prompted selling abroad.

The Skindia GDR index premium, which is based on 85 Indian GDRs, fell from a high of more than 35 per cent in late February to a low of less than 1 per cent on June 13.

This week, the Reserve Bank of India, India's central bank, said GDR holders no longer needed its permission to convert the receipts into their underlying equities.

"Investors can now directly cancel the GDR and sell into Indian markets," said Manesh Gupta, head of trading at Skindia Finance, which compiles the benchmark GDR index. In the past two investors had to wait between four and 15 days for the all-clear from the RBI.

"The whole process will now take at most 24 to 48 hours," said Mr Gupta. More efficient arbitrage should boost confidence in the Indian GDR market, which is often illiquid. But some analysts believe it will speed up a process by which the offshore market withers.

**FHLB launches global jumbo**

### INTERNATIONAL BONDS

By Edward Luca,  
Capital Markets Editor

In spite of spread-widening in the secondary markets and heavy selling in the equity markets, borrowers remained active, with Federal Home Loan Banks making the biggest splash.

The agency – which is the second largest borrower in the US after the Treasury, with daily funding requirements of about \$1bn – launched a \$3.5bn bond, the first in a new global jumbo issuance programme.

FHLB, which acts for 12 home loan banks, had planned to launch the bond

## Prices move sharply higher

### GOVERNMENT BONDS

By Jeremy Grant in London  
and John Labate in New York

A surge in expectations that interest rates may be heading downwards globally sent bond prices sharply higher yesterday, knocking the yield on the US Treasury long bond to a record low and the yield on the benchmark German bond to a fraction above 4 per cent.

Equity market melt-downs and attacks on the dollar were equally significant factors, sparking another round of safe-haven buying as investors fretted about the vulnerability of the US economy to Latin America.

Stock markets then plummeted, with the Brazilian bourse falling 12.6 per cent. In Mexico, stocks and the peso took a battering.

In the UK, gilts closed just below record highs as the Bank of England elected to leave interest rates unchanged – but indicated that the cycle had peaked and the next move could be downwards.

Kit Juckes, head of bond and currency strategy at NatWest, said the Lewisky affair dogging US President Clinton had also started to affect bond markets.

"There is nervousness about dollar assets in general, given the deteriorating sentiment surrounding Clinton. And there's growing and considerable concern over Latin America. The one thing you can say is that the (downward) pressure on bond yields is pretty solid.

Treasuries remained firm as Mr Clinton met Democrat leaders, but analysts say markets are becoming focused on the prospect of an interest rate cut. This is already reflected in some futures contracts.

"The extent of rate cut expectations in the US is now approaching very significant levels. More than 50 basis points of expectation is factored in if you look at the eurodollar yield curve," said Michael Derkis, senior strategist at Nomura in London.

By early afternoon the 30-year bond was up 11 at 104.4, sending the yield to 5.214 per cent, a record low.

As Treasury prices gained ground, the dollar fell against other currencies.

The 10-year note also surged to levels unseen in decades, with the price up 11 at 106.5, yielding 4.520 per cent. The two-year note was up 11 at 100%, yielding 4.654 per cent.

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By early afternoon the

# Cantor hits back at suit from CBO

FINANCIAL TIMES FRIDAY SEPTEMBER 11 1998 \*

## CURRENCIES & MONEY

# Dollar suffers with Clinton and Brazil

### MARKETS REPORT

By Simon Kuper

The latest slump in the US stock market, prompted by talk that President Bill Clinton might be impeached and that Brazil might devalue, sent the dollar to a 15-month low against the D-Mark yesterday.

The pound hit a 10-month low against the D-Mark. The Bank of England's monetary policy committee left interest rates unchanged, but hinted strongly that rates might soon head downward.

"Deflation in the international economy could increase the risks of inflation failing to reach the (official) target (of 2.5 per cent)," said the committee. Previously it had been perceived as biased towards rate rises.

The news of the Bank's turnaround followed Japan's rate cut on Wednesday and echoed Alan Greenspan's Fed chairman, who said last

Friday that inflation was no longer the primary concern of the US. However, various Bundesbank council members suggested that Germany would not be joining the rate-cut brigade.

The pound also suffered from a survey by the Confederation of British Industry, which showed that UK retail sales were virtually stagnant last month for the first time in three years.

The dollar shed most of the Y5 it had gained against the yen on Wednesday, when Japan cut rates. The Japanese currency bounced as hedge funds continued to repay the yen they had used to buy emerging market assets in previous years.

Brazilian shares plunged more than 12 per cent

adding to pressure on the pegged real. Desmond Lachman, head of emerging market research at Salomon Smith Barney in New York, said Brazil could now maintain interest rates so high, because that was raising the cost of servicing its debt of about \$250bn. He said high interest rates throughout Latin America meant that the region's economies would slow sharply next year, hurting the US.

The dollar dropped 2.2 pips against the D-Mark and Y3 against the yen to close in London at DM1.6622 and Y134.1. The pound dropped 2.3 pips against the D-Mark but rose 1.8 cents against the dollar to \$1.681. Short sterling futures contracts jumped, with the June 1999 contract up 15 basis points.

■ Yesterday was a better day for eastern Europe. The trouble rose as President Boris Yeltsin proposed Yevgeny Primakov, the acting

### EXPECTED UK BASE RATE

Target rate, June 1999 short-term forecast

Chart

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## COMMODITIES &amp; AGRICULTURE

## La Niña on the heels of El Niño

Hopes among commodity markets of a return to normal in world weather conditions have been put in doubt but many are wary of predicting a big impact, says Paul Solman

As the world's commodity markets labour under the weight of the Asian financial crisis and Russia's economic difficulties, one bright spot has been the prospect that the world weather systems would return to normal after the havoc created by El Niño.

However, in the wake of El Niño - "little boy" in Spanish - comes his sister, La Niña, which is forecast to bring its own climatic changes until the middle of next year.

El Niño occurs approximately every seven years and La Niña is part of the same cycle. So where the little boy goes, his sister follows.

"La Niña is the opposite of El Niño. Where El Niño was a warming of sea surface temperatures, La Niña is a cooling down," says Dr Mike Davey of the Meteorological Office in London.

El Niño's effects included drought in locations as far apart as Panama, the Philippines, South Africa and Costa Rica.

By contrast, La Niña is expected to bring wetter weather than usual to many regions, especially the Pacific, Dr Davey says. On the other side of the world, where El Niño brings rain to Brazil, La Niña usually brings drier weather.

However, some weather watchers are cautious about predicting the effects of La Niña.

Judith Ganes, analyst at Merrill Lynch in New York, points out that, even though last year's El Niño system brought big climate changes, some of the expected crop devastation did not materialise.

"Ivory Coast was expecting huge losses in the cocoa crop, but it didn't happen, so it can be dangerous to speculate," she says.

Wheat market prices rose last year on the expectation that El Niño would cut supplies from Australia, one of the world's biggest exporters. But they dropped back when Australia's crop losses were offset by an unusually large harvest in the US.

Lawrence Eagles at GNI in London says: "After one of the biggest El Niño events on record, a lot of people are very wary about predicting a big impact from La Niña. Although last year's El Niño had a big effect on weather conditions, its actual economic impact was more muted."

In some cases, such as the oilseed crops in Brazil and Argentina, El Niño actually helped boost production.

Weather problems have also been blamed on El Niño and La Niña when such a link is questionable. Mr Eagles points out that the widespread

flooding in China in the past few months has been attributed to La Niña, though the cause is not certain.

Ms Ganes says: "There is a tendency to look for a cause for big changes in the weather. Last year, it was El Niño; before that it was global warming."

Scientists believe La Niña may be linked to greater hurricane activity, such as hurricanes Bonnie and Earl which swept the US east coast in the past month.

"Increased hurricane

activity with La Niña could be because El Niño tends to suppress hurricane activity," says Mr Eagles. "There were fewer hurricanes last year. But it's too early in the hurricane season to see whether there has been a real increase."

Much of La Niña's impact will be down to timing.

"Crops will react differently to unusually wet weather, depending on



Floods hit Australia in January but a smaller wheat crop was offset by a big harvest in the US

whether it arrives during the wet season or the dry season," says Mr Eagles. "El Niño was so powerful this time that La Niña has started a little later than usual - nearer the northern hemisphere's winter. So the wet weather might have less of an impact on crops there."

Australasia and east Asia could experience heavier rainfall as well as south-east Asia and especially Indonesia, Malaysia and Thailand. That could mean crop damage or better yields, depending on how long the rain stays, says Mr Eagles.

La Niña could even provide a much needed boost to the energy sector.

## 'Clinton effect' helps lift gold price

### MARKETS REPORT

By Kenneth Gooding and Paul Solman

Gold was caught up in the uncertainties created by the threat that US President Bill Clinton might be impeached.

As the dollar weakened and US share prices fell, gold was "fixed" in London yesterday afternoon at \$290.50 a troy ounce, up by \$7.05, or 2.5 per cent. It held on to its gains in New York trading.

Much of the increase came from funds covering short positions, dealers said.

Andy Smith, analyst at the Mitsui trading group, pointed out that, apart from the "Clinton effect", there were uncertainties caused by Russia's economic collapse and turmoil in Asia. "If gold couldn't rise when all this is going on, when would it go up?" he asked.

Dealers suggested gold might go higher in the short term before selling by Australian and South African producers capped the move.

Oil prices rose after figures from the American Petroleum Institute showed US crude stocks had dropped 6.8m barrels to 329.5m barrels in the week ended September 4.

Traders said the price was also helped by news that the UN had suspended its review of sanctions against Iraq.

The review might have led to increased oil exports under the oil for food programme.

He said there were "reasonable grounds for believing that, as a result of the funds' anticipation of conditions of oversupply, metals prices have, for the present, touched bottom". However, this did not imply there would be an imminent and lasting recovery.

## Rio Tinto warns on shorts

By Kenneth Gooding, Mining Correspondent

David Humphreys, chief economist at Rio Tinto, the world's biggest mining company, gave a clear hint yesterday that the London Metal Exchange should look at its rules to see if speculative short selling by hedge funds ought to be held in check.

He said the key factor in the drop in base metals prices in 1998 to the lowest levels for several years was "an onslaught" of funds engaging in short selling - selling metal they did not own in the hope that the price would fall and they could cover their positions later at a lower price.

With \$120bn under management, compared with the combined value of LME

warehouse stocks of less than \$2bn, "it is clear that these funds have more than enough muscle to move metal prices substantially," said Mr Humphreys in a paper issued to coincide with the release of Rio's half-year results yesterday.

"The ability of the funds to influence the market depends not a little on their being able to take positions on the short side of the market on a scale that would almost certainly not be permitted on the long side," he added. This raised questions about "asymmetries in the functioning of the metal exchanges".

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## LONDON SHARE SERVICE



## LONDON STOCK EXCHANGE

## Clinton fears add to CBI and interest rate gloom

## MARKET REPORT

By Steve Thompson,  
UK STOCK MARKET EDITOR

An increasingly unhappy UK stock market came under further heavy pressure yesterday with a mixture of worrying international and domestic news driving share prices sharply lower.

Already weakened by Wall Street's Wednesday slide, London was dealt another blow in mid-morning, with news of the latest Confederation of British Industry survey of distributive trades, and again at midday when

the Bank of England dashed faint hopes that interest rates might be cut.

The final blow for London stocks came with a steep decline on Wall Street at the outset of trading yesterday. The Dow Jones Industrial Average quickly fell more than 200 points. Many London traders were forecasting more pain for Wall Street, and therefore for global markets, in the short term.

At the London close, the FTSE 100 index was down 174.7 or 2.3 per cent on the day. And even the FTSE 250 and FTSE SmallCap indices,

which have attracted plenty of domestic support in recent sessions, began to feel the effects of a general retreat across the broad-based market.

Boosted lately by the general concentration on domestic earnings and the better prospects for UK interest rates, the FTSE 250 withstood much of the downside pressure affecting the leaders, even managing a minor gain in midsession.

But that support evaporated, and the 250 index suffered a big sell-off during a testing afternoon that saw it close 58.9 or 1.2 per cent

lower at 4,751.8. The FTSE SmallCap dropped 11.4 to 2,101.4.

Marketers were quick to point out that the gradual deterioration in the market had been accompanied by a pickup in the amount of institutional business being put through the market.

"The big funds are now making decisions and today they are to sell into the market," said one dealer. "It's not sensational size but enough to damage the market and to trigger general unease," he said.

Turnover in equities

topped the lim mark for the

first time in many weeks, eventually settling at 1.1bn by the 6pm cut-off point.

Other market observers warned that the recent rallies have been getting weaker and weaker. "That is always a sign that we're going lower," was one trader's view.

There was no doubt about the factor hurting Wall Street. There were wild rumours circulating in London all day that President Clinton was about to resign. And in purely domestic terms, the subdued Confederation of British Industry's August survey of distributive trades alarmed many dealers, although giving a boost to gilt.

The decision of the Bank of England's monetary policy committee to leave rates on hold was not well received in the stock market, even though the Bank gave a broad hint that rates had peaked and could be cut in future months.

The rapidly diminishing band of market bulls insisted that the emergence of more bids would arrest the slide in the market. Indeed, a counter bid for TLC, from stake-builder Wassall, emerged at the close.

## Analysts take aim at BTR

## COMPANIES REPORT

By Joel Khezzo and Martin Brice

BTR suffered a humiliating fall of almost 19 per cent amid some of the heaviest volume in the market as the share dropped to their lowest level since 1984.

The fall was notable for coming hard on the heels of an announcement by the company that it intended immediately to start a share buy-back, which would normally be expected to tend support to the share price.

The catalyst for the drop was a raft of aggressive downgrades by analysts following results that showed a fall in underlying profits from £280m to £233m, well below some expectations.

The downgrades were said to be producing full-year pre-tax profit forecasts in the range of £540m-£550m, down from a consensus for the year of some £584m. This compares to £1.3bn reported for last year.

Sentiment in the stock was not helped by scepticism at the group's plans to avoid problems from the strength of sterling by moving operations overseas, because of the time this would take.

The shares lost 24% to 107p. In 1998, they exceeded 400p.

Gas distributor Centrica bucked the poor market trend as analysts prepared to upgrade full-year profit expectations after the company published interim figures at the top end of market forecasts.

Analysts said they had been greatly encouraged that Centrica had so far maintained its strong market share in the consumer gas market in the face of increasing competition from new providers.

The shares jumped 9% or 9.3 per cent to 106p, by far the best performer in the FTSE 100. Volume of 29m also made it the most

actively traded Footsie stock.

One oil specialist said: "The reduction in working capital boosted cashflow but there are still reservations on Centrica given the current depressed gas prices in the UK and the likelihood that Centrica will continue to be tightly regulated."

Dealers continued to suggest that the agreed BskyB takeover of Manchester United would be referred to competition authorities. The latter remained a busy trade and turnover rose to 43m, making it the most active stock in the FTSE 250, as the shares improved 5% to 223p.

Few people were surprised when Wassall emerged to make a bid for TLC by trumping the 160p offer from Coopers of the US. The offer of 175p a share in cash from Wassall, which has been steadily increasing its stake in TLC for some time, values TLC at 235m.

It also said yesterday that it now had 34 per cent of TLC's shares, and asked the board to withdraw its recommendation for the bid from Coopers.

TLC shares closed up 8% at a mid-price of 177.5p, although the bid price was quoted at 175p, the level of the offer from Wassall. There is said to be buying interest by smaller company funds following the stock's flotation.

Stagecoach was one of the better Footsie performers as the stock gained 13 to 113.3 following a presentation at Charterhouse Tilney on Wednesday.

The bid for engineering company UPF ended just five days after it started, with Charterhouse buying stock from 25 institutions, giving buy-out vehicle Bartram 95 per cent of UPF.

Interest in housebuilding

shares continued following their underperformance in the face of fears of a slowing UK economy.

Barratt Developments saw a brisk 1.1m shares traded as a note from house broker Charterhouse Tilney landed in early trading, boosted by a broker's recommendation before a late decline left them trailing 22% to 602p.

Volume was 1.5m.

Lehman Brothers

upgraded its recommendation to "buy" from "outperform" and set a share price target of 330p.

Securicor, another new constituent of the Footsie stood out as the only stock to buck the market trend in the telecoms sector. The shares moved 7% ahead to 420p.

Shares in Shell Transport fell 12% to 342p, after announcing an interim dividend of 5.3p for 1998 – up 3.9 per cent on the 1997 interim dividend of 5.1p but at the bottom of the range of analysts' forecasts of between 5.2p and 5.9p.

John Toaster at SG Securities was among those disappointed with the planned payout. He said: "Shell appears to have an undiminished capacity to disappoint. It disappointed on its targets for return on capital employed, the second-quarter figures were below expectations and now the dividend is at the bottom of the range." Active trading brought turnover of 23m.

Video publisher VCI continued to increase its premium to the 80p cash bid from Scottish Media. VCI gained 4% to 86p as fund managers protested that the 80p offer undervalued the company, and 130p was closer to the mark.

Scottish Media was off a penny at 65p while Kingfisher, which made a surprise entrance into the story on Tuesday by saying it was considering a higher bid, was down 16 at 518p.

Video publisher VCI

shares. The offer was at 112.5p and the stock closed unchanged at 112p.

Profit-taking and the dull market combined to take the shine of new FTSE 100 constituent Cott Telecom. The shares moved strongly ahead in early trading, boosted by a broker's recommendation before a late decline left them trailing 22% to 602p.

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penny at 65p while Kingfisher, which made a surprise entrance into the story on Tuesday by saying it was considering a higher bid, was down 16 at 518p.

Video publisher VCI

shares. The offer was at 112.5p and the stock closed unchanged at 112p.

Profit-taking and the dull market combined to take the shine of new FTSE 100 constituent Cott Telecom. The shares moved strongly ahead in early trading, boosted by a broker's recommendation before a late decline left them trailing 22% to 602p.

Volume was 1.5m.

Lehman Brothers

upgraded its recommendation to "buy" from "outperform" and set a share price target of 330p.

Securicor, another new

constituent of the Footsie

stood out as the only stock to buck the market trend in the telecoms sector. The shares moved 7% ahead to 420p.

Shares in Shell Transport

fell 12% to 342p, after announcing an interim dividend of 5.3p for 1998 – up 3.9 per cent on the 1997 interim dividend of 5.1p but at the bottom of the range of analysts' forecasts of between 5.2p and 5.9p.

John Toaster at SG Securities was among those disappointed with the planned payout. He said: "Shell appears to have an undiminished capacity to disappoint. It disappointed on its targets for return on capital employed, the second-quarter figures were below expectations and now the dividend is at the bottom of the range." Active trading brought turnover of 23m.

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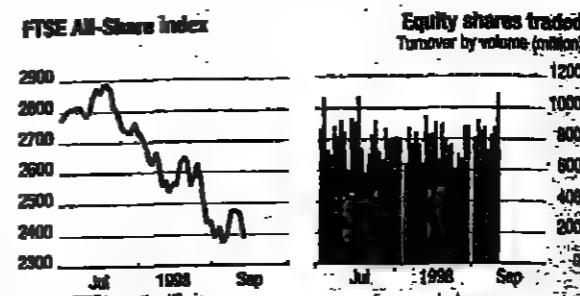
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Video publisher VCI

shares. The offer was at 112.5p and the stock closed unchanged at 112p.



Best performing sectors	Worst performing sectors
1. BTR	1. Insurance
2. Water	2. Alcoholic Beverages
3. Utilities	3. Diversified
4. Electricity	4. Basic Materials
5. Diversified	5. Engineering

## FUTURES AND OPTIONS

FTSE 100 INDEX FUTURES (LFFE £10 per full index point)									
Open	Sett	Sett	Chang	High	Low	Inc.	Vol.	Open	Int.
5106.0	5120.0	5120.0	+14.0	5120.0	5115.0	+1.0	500	5105.0	110
5107.0	5121.0	5121.0	+14.0	5121.0	5116.0	+1.0	500	5	

## **WORLD STOCK MARKETS**

**Highs & Lows shown on a 52 week basis**

FT/S&P ACTUARIES WORLD INDICES

The FT/S&P Actuaries World Indices are owned by FTSE International Limited, Goldman, Sachs & Co. and Standard & Poor's. The indices are compiled by FTSE International, Faculty of Actuaries and the Institute of Actuaries.

Wednesday September 8 1999											Tuesday September 7				
National and Regional Markets		US Dollar Index	Day's Change %	Pound Sterling Index	Yen Index	DJ Index	Local Currency Index	Local % chg on day	Stock Div. Yield	US Dollar Index	Pound Sterling Index	Yen Index	DJ Index		
Australia (72)	173.40	-1.2	154.55	150.25	155.43	196.56	-0.6	3.82	175.44	155.95	146.70	11			
Austria (22)	194.45	-0.3	170.31	168.49	174.30	174.20	-0.5	1.94	194.95	174.41	163.02	17			
Belgium (22)	371.87	-1.3	331.46	322.24	333.34	326.29	-1.6	2.10	376.68	336.98	314.97	34			
Brazil (26)	118.63	-2.9	105.74	102.80	106.34	257.42	-2.7	4.57	122.22	108.34	102.28	10			
Canada (118)	182.86	-1.6	162.81	158.28	163.74	201.40	-1.9	2.00	185.62	186.05	155.21	10			
Denmark (34)	481.22	-0.4	428.92	416.89	431.05	451.51	-0.5	1.50	483.05	432.18	403.91	43			
Ireland (28)	432.90	0.2	385.88	375.12	388.05	476.65	0.0	1.93	431.91	388.38	381.14	38			
France (78)	301.28	-0.6	268.54	261.07	270.06	372.65	-0.7	2.29	302.95	271.01	253.31	23			
Germany (55)	272.71	-0.5	243.07	236.31	244.45	244.45	-1.1	1.30	274.86	245.88	229.83	24			
Greece (37)	251.98	1.5	238.51	227.01	234.83	554.39	1.6	1.70	257.39	230.25	210.25	21			
Hong Kong, China (65)	234.81	-2.9	208.29	201.48	210.48	233.62	-2.9	6.54	241.85	210.35	202.22	21			
Indonesia (28)	24.48	-3.5	21.82	21.22	21.85	180.35	-2.2	3.83	25.37	22.69	21.21	21			
Ireland (16)	433.18	4.4	386.10	375.56	386.30	420.18	4.2	2.26	415.05	371.31	347.05	37			
Ireland (54)	151.55	-2.6	135.09	131.33	135.85	192.87	-2.9	1.52	155.56	139.15	130.07	13			
Japan (49)	84.33	-4.9	75.18	73.07	75.58	73.07	-1.4	1.08	88.57	79.32	74.14	7			
Malaysia (165)	111.51	0.9	89.38	86.63	90.98	163.20	0.6	3.81	101.44	92.74	84.82	8			
Mexico (29)	883.31	-3.6	787.32	765.42	791.78	10024.66	-2.4	2.72	918.72	821.87	768.19	82			
Netherlands (27)	470.17	-1.9	419.08	407.42	421.48	418.11	-2.0	2.21	479.01	428.52	400.55	42			
New Zealand (14)	50.43	-1.9	45.00	42.75	46.28	82.91	-1.4	5.80	51.45	45.03	40.02	4			
Norway (37)	226.11	-1.7	203.32	197.65	204.47	239.64	-2.0	2.63	232.13	207.65	194.10	20			
Philippines (22)	45.90	-4.1	40.01	39.77	41.14	100.30	-3.1	1.63	47.65	42.81	40.01	4			
Portugal (18)	254.25	-0.1	226.63	200.30	227.52	307.56	-0.3	1.08	254.49	227.75	212.88	21			
Singapore (41)	112.90	1.4	100.63	87.84	101.21	90.69	2.4	3.33	111.32	99.59	93.08	10			
South Africa (39)	170.89	-2.3	151.07	147.84	152.73	232.20	-2.4	3.87	174.33	155.95	145.75	15			
Spain (31)	332.22	-1.3	298.11	281.88	297.80	368.47	-2.1	2.07	339.54	322.85	283.07	32			
Sweden (49)	680.80	-2.4	597.00	493.77	577.90	544.50	-2.6	2.03	592.72	494.72	420.35	45			
Switzerland (26)	362.17	-2.9	340.64	331.16	342.57	335.33	-3.0	1.24	399.70	352.20	329.19	33			
Thailand (35)	9.38	-2.0	8.36	8.13	8.41	14.93	-1.1	8.32	9.55	8.57	8.01				
United Kingdom (210)	343.92	-0.2	308.54	298.01	308.28	306.54	-0.6	3.20	344.60	308.27	288.14	30			
USA (522)	408.67	-1.6	385.15	354.99	367.22	409.67	-1.5	1.59	416.50	372.60	348.26	37			
Americas (797)	385.34	-1.7	325.84	316.58	327.49	309.79	-1.7	1.63	371.50	332.34	310.63	33			
Europe (74)	228.28	-1.1	222.61	284.47	294.28	302.53	-1.3	2.23	331.78	286.51	277.42	28			
Euroland (351)	95.66	-1.1	85.27	82.89	85.75	92.82	-1.4	1.55	96.78	86.57	80.92	8			
Europe (146)	449.86	-1.5	400.97	388.82	403.25	456.20	-1.5	1.95	456.64	408.57	381.22	41			
Pacific Basin (853)	88.46	-4.2	79.74	77.52	80.19	78.42	-1.3	1.85	93.33	83.49	78.04	8			
Far East Pacific (1600)	189.97	-1.9	168.43	163.74	165.38	182.84	-1.3	2.13	192.54	172.33	161.97	17			
North America (742)	394.69	-1.5	351.71	341.92	353.70	395.46	-1.5	1.61	407.16	358.67	335.43	35			
Europe Ex. UK (536)	358.02	-1.5	275.44	267.78	277.00	291.35	-1.6	1.77	313.58	260.53	262.21	29			
Europe Ex. UK Ex. Eurostat (395)	88.95	-0.8	70.28	77.08	79.74	88.51	-1.2	2.64	89.85	80.34	75.09	8			
Europe Ex. UK Ex. Eurostat (189)	91.78	-2.4	81.80	78.53	82.27	89.52	-2.5	1.51	94.05	84.13	78.64	8			
Pacific Ex. Japan (853)	142.77	-1.1	127.26	123.72	127.98	152.10	-0.7	4.89	144.30	128.09	120.55	12			
World Ex. Eurostat (2094)	87.37	-1.9	77.28	75.71	78.32	88.06	-1.5	1.87	89.07	78.58	74.47	7			
World Ex. US (1822)	188.24	-1.9	167.75	163.11	168.73	166.51	-1.3	2.15	191.91	171.58	162.46	17			
World Ex. UK (2235)	251.64	-2.0	224.28	218.05	225.57	230.03	-1.6	1.70	255.67	229.62	214.62	23			
World Ex. Japan (1985)	348.61	-1.4	308.94	300.35	310.70	339.21	-1.5	1.95	351.50	314.53	293.99	31			
World Index (2445)	229.51	-1.8	221.31	224.51	222.53	227.01	-1.5	1.87	264.20	226.35	220.91	23			

## Emerging markets:

#### **IFC investable indices**

### Dollar Series

Sept 8	Buy's % Chg	AUSTRALIA (Sep 10 / Aus\$)	Sept 8	Buy's % Chg	TAIWAN (Sep 10 / TW \$)
Market	% 9/1/87		Market	% 9/1/87	
Latin America			AMP	+20.88	-15 -46 18.53
Argentina	+13.41	-4.3 -43.0	Ascom	+1.02	-10 -28 1.27
Brazil	+21.80	-5.5 -49.5	Atcom	+0.74	-10 -28 1.27
Chile	+37.14	-0.9 -42.8	Autelco	+0.60	-10 -28 1.27
Colombia <sup>1</sup>	+33.98	+1.1 -58.7	AusTel	+0.63	-10 -28 1.27
Mexico	+32.80	-4.4 -51.5	AusTel	+0.63	-10 -28 1.27
Peru <sup>2</sup>	+16.82	+0.1 -33.8	AusTel	+0.63	-10 -28 1.27
Venezuela <sup>3</sup>	+68.14	-0.9 -70.8	AusTel	+0.63	-10 -28 1.27
East Asia			Bank	+0.51	-10 -28 1.27
China <sup>4</sup>	+26.48	-4.1 -52.1	Bank	+0.51	-10 -28 1.27
India <sup>5</sup>	+65.52	+0.2 -21.4	Bank	+0.51	-10 -28 1.27
Indonesia <sup>6</sup>	+12.07	-2.5 -64.1	Bank	+0.51	-10 -28 1.27
Korea <sup>7</sup>	+25.88	-0.2 +7.7	Bank	+0.51	-10 -28 1.27
Malaysia	+82.83	+16.2 -31.1	Bank	+0.51	-10 -28 1.27
Pakistan <sup>8</sup>	+100.58	+2.2 -59.5	Bank	+0.51	-10 -28 1.27
Philippines	+65.87	-3.9 -40.7	Bank	+0.51	-10 -28 1.27
Sri Lanka <sup>9</sup>	+50.69	-0.4 -48.7	Bank	+0.51	-10 -28 1.27
Taiwan, China <sup>10</sup>	+107.88	-0.9 -23.7	Bank	+0.51	-10 -28 1.27
Thailand	+33.19	+0.1 -29.4	Bank	+0.51	-10 -28 1.27
Europe			Bank	+0.51	-10 -28 1.27
Czech Rep	+46.87	-2.5 -14.3	Bank	+0.51	-10 -28 1.27
Greece	+47.06	-1.9 +45.7	Bank	+0.51	-10 -28 1.27
Hungary <sup>11</sup>	+216.92	+1.2 -31.1	Bank	+0.51	-10 -28 1.27
Poland <sup>12</sup>	+530.41	+0.3 -11.1	Bank	+0.51	-10 -28 1.27
Portugal	+282.88	-0.4 -34.0	Bank	+0.51	-10 -28 1.27
Russia	+19.88	-3.8 -86.5	Bank	+0.51	-10 -28 1.27
Slovakia	+57.00	-2.5 -42.5	Bank	+0.51	-10 -28 1.27
Turkey <sup>13</sup>	+158.95	-2.5 -49.1	Bank	+0.51	-10 -28 1.27
Middle/Africa			Bank	+0.51	-10 -28 1.27
Egypt	+88.85	-1.0 -25.3	Bank	+0.51	-10 -28 1.27
Israel	+111.26	-0.5 -1.6	Bank	+0.51	-10 -28 1.27
Jordan	+229.72	-0.0 +9.3	Bank	+0.51	-10 -28 1.27
Monaco	+179.50	-1.0 -38.1	Bank	+0.51	-10 -28 1.27
S. Africa <sup>14</sup>	+100.07	-1.1 -31.9	Bank	+0.51	-10 -28 1.27
Zimbabwe <sup>15</sup>	+129.65	-0.5 -48.5	Bank	+0.51	-10 -28 1.27
Regions			Bank	+0.51	-10 -28 1.27
Composita	+155.30	-0.8 -36.0	Bank	+0.51	-10 -28 1.27
Latin America	+344.40	-3.1 -49.2	Bank	+0.51	-10 -28 1.27
Asia	+77.11	+1.4 -28.4	Bank	+0.51	-10 -28 1.27
EMEA	+105.05	-0.8 -23.9	Bank	+0.51	-10 -28 1.27
Europe	+134.47	-0.3 -28.7	Bank	+0.51	-10 -28 1.27
East Europe	+51.21	-0.5 -53.5	Bank	+0.51	-10 -28 1.27
ME. & Africa	+50.76	-1.0 -29.0	Bank	+0.51	-10 -28 1.27
Sum since Dec 1986-1987 except firms listed which			Bank	+0.51	-10 -28 1.27
Dec 1987-1988: 1. Bank 2. 1988-1989: 2. 1988-1989			Bank	+0.51	-10 -28 1.27
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1989-31 1990: 5. 1990-1991: 6. 1990-1991			Bank	+0.51	-10 -28 1.27
Dec 31 1990-1991: 7. 1990-1991: 8. 1990-1991			Bank	+0.51	-10 -28 1.27
1990-31 1991: 9. 1991-1992: 10. 1991-1992: 11. 1991-1992			Bank	+0.51	-10 -28 1.27
1991-31 1992: 12. 1992-1993: 13. 1992-1993: 14. 1992-1993			Bank	+0.51	-10 -28 1.27
1992-31 1993: 15. 1993-1994: 16. 1993-1994: 17. 1993-1994			Bank	+0.51	-10 -28 1.27
1993-31 1994: 18. 1994-1995: 19. 1994-1995: 20. 1994-1995			Bank	+0.51	-10 -28 1.27
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2005-31 2006: 54. 2006-2007: 55. 2006-2007: 56. 2006-2007			Bank	+0.51	-10 -28 1.27
2006-31 2007: 57. 2007-2008: 58. 2007-2008: 59. 2007-2008			Bank	+0.51	-10 -28 1.27
2007-31 2008: 60. 2008-2009: 61. 2008-2009: 62. 2008-2009			Bank	+0.51	-10 -28 1.27
2008-31 2009: 63. 2009-2010: 64. 2009-2010: 65. 2009-2010			Bank	+0.51	-10 -28 1.27
2009-31 2010: 66. 2010-2011: 67. 2010-2011: 68. 2010-2011			Bank	+0.51	-10 -28 1.27
2010-31 2011: 69. 2011-2012: 70. 2011-2012: 71. 2011-2012			Bank	+0.51	-10 -28 1.27
2011-31 2012: 72. 2012-2013: 73. 2012-2013: 74. 2012-2013			Bank	+0.51	-10 -28 1.27
2012-31 2013: 75. 2013-2014: 76. 2013-2014: 77. 2013-2014			Bank	+0.51	-10 -28 1.27
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2015-31 2016: 84. 2016-2017: 85. 2016-2017: 86. 2016-2017			Bank	+0.51	-10 -28 1.27
2016-31 2017: 87. 2017-2018: 88. 2017-2018: 89. 2017-2018			Bank	+0.51	-10 -28 1.27
2017-31 2018: 90. 2018-2019: 91. 2018-2019: 92. 2018-2019			Bank	+0.51	-10 -28 1.27
2018-31 2019: 93. 2019-2020: 94. 2019-2020: 95. 2019-2020			Bank	+0.51	-10 -28 1.27
2019-31 2020: 96. 2020-2021: 97. 2020-2021: 98. 2020-2021			Bank	+0.51	-10 -28 1.27
2020-31 2021: 99. 2021-2022: 100. 2021-2022: 101. 2021-2022			Bank	+0.51	-10 -28 1.27
2021-31 2022: 102. 2022-2023: 103. 2022-2023: 104. 2022-2023			Bank	+0.51	-10 -28 1.27
2022-31 2023: 105. 2023-2024: 106. 2023-2024: 107. 2023-2024			Bank	+0.51	-10 -28 1.27
2023-31 2024: 108. 2024-2025: 109. 2024-2025: 110. 2024-2025			Bank	+0.51	-10 -28 1.27
2024-31 2025: 111. 2025-2026: 112. 2025-2026: 113. 2025-2026			Bank	+0.51	-10 -28 1.27
2025-31 2026: 114. 2026-2027: 115. 2026-2027: 116. 2026-2027			Bank	+0.51	-10 -28 1.27
2026-31 2027: 117. 2027-2028: 118. 2027-2028: 119. 2027-2028			Bank	+0.51	-10 -28 1.27
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2028-31 2029: 123. 2029-2030: 124. 2029-2030: 125. 2029-2030			Bank	+0.51	-10 -28 1.27
2029-31 2030: 126. 2030-2031: 127. 2030-2031: 128. 2030-2031			Bank	+0.51	-10 -28 1.27
2030-31 2031: 129. 2031-2032: 130. 2031-2032: 131. 2031-2032			Bank	+0.51	-10 -28 1.27
2031-31 2032: 132. 2032-2033: 133. 2032-2033: 134. 2032-2033			Bank	+0.51	-10 -28 1.27
2032-31 2033: 135. 2033-2034: 136. 2033-2034: 137. 2033-2034			Bank	+0.51	-10 -28 1.27
2033-31 2034: 138. 2034-2035: 139. 2034-2035: 140. 2034-2035			Bank	+0.51	-10 -28 1.27
2034-31 2035: 141. 2035-2036: 142. 2035-2036: 143. 2035-2036			Bank	+0.51	-10 -28 1.27
2035-31 2036: 144. 2036-2037: 145. 2036-2037: 146. 2036-2037			Bank	+0.51	-10 -28 1.27
2036-31 2037: 147. 2037-2038: 148. 2037-2038: 149. 2037-2038			Bank	+0.51	-10 -28 1.27
2037-31 2038: 150. 2038-2039: 151. 2038-2039: 152. 2038-2039			Bank	+0.51	-10 -28 1.27
2038-31 2039: 153. 2039-2040: 154. 2039-2040: 155. 2039-2040			Bank	+0.51	-10 -28 1.27
2039-31 2040: 156. 2040-2041: 157. 2040-2041: 158. 2040-2041			Bank	+0.51	-10 -28 1.27
2040-31 2041: 159. 2041-2042: 160. 2041-2042: 161. 2041-2042			Bank	+0.51	-10 -28 1.27
2041-31 2042: 162. 2042-2043: 163. 2042-2043: 164. 2042-2043			Bank	+0.51	-10 -28 1.27
2042-31 2043: 165. 2043-2044: 166. 2043-2044: 167. 2043-2044			Bank	+0.51	-10 -28 1.27
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2044-31 2045: 171. 2045-2046: 172. 2045-2046: 173. 2045-2046			Bank	+0.51	-10 -28 1.27
2045-31 2046: 174. 2046-2047: 175. 2046-2047: 176. 2046-2047			Bank	+0.51	-10 -28 1.27
2046-31 2047: 177. 2047-2048: 178. 2047-2048: 179. 2047-2048			Bank	+0.51	-10 -28 1.27
2047-31 2048: 180. 2048-2049: 181. 2048-2049: 182. 2048-2049			Bank	+0.51	-10 -28 1.27
2048-31 2049: 183. 2049-2050: 184. 2049-2050: 185. 2049-2050			Bank	+0.51	-10 -28 1.27
2049-31 2050: 186. 2050-2051: 187. 2050-2051: 188. 2050-2051			Bank	+0.51	-10 -28 1.27
2050-31 2051: 189. 2051-2052: 190. 2051-2052: 191. 2051-2052			Bank	+0.51	-10 -28 1.27
2051-31 2052: 192. 2052-2053: 193. 2052-2053: 194. 2052-2053			Bank	+0.51	-10 -28 1.27
2052-31 2053: 195. 2053-2054: 196. 2053-2054: 197. 2053-2054			Bank	+0.51	-10 -28 1.27
2053-31 2054: 198. 2054-2055: 199. 2054-2055: 200. 2054-2055			Bank	+0.51	-10 -28 1.27
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4 pm close September 10

## NEW YORK STOCK EXCHANGE PRICES

Symbol	Company	Price	Change	Prev Close	Open	High	Low	Vol	Market Cap
<b>A -</b>									
High Tech Stock									
<b>B -</b>									
<b>C -</b>									
<b>D -</b>									
<b>E -</b>									
<b>F -</b>									
<b>G -</b>									
<b>H -</b>									
<b>I -</b>									
<b>J -</b>									
<b>K -</b>									
<b>L -</b>									
<b>M -</b>									
<b>N -</b>									
<b>O -</b>									
<b>P - Q -</b>									
<b>R - S -</b>									
<b>T - U - V -</b>									
<b>X - Y - Z -</b>									

## THE NASDAQ STOCK

## EUROBENCH® "INSECTS" INDICES

Symbol	Company	Price	Change	Prev Close	Open	High	Low	Vol	Market Cap
<b>SETT</b>									

Further information about the INSECTS and constituents are available for download on our website [HTTP://WWW.EUROBENCH-INSECTS.COM](http://www.eurobench-insects.com) and further information about Eurobench or on [HTTP://WWW.EUROBENCH.COM](http://WWW.EUROBENCH.COM). A free daily newsletter can also be subscribed on the web. For hard copy information please call London (+44 171 535 7894) or fax (+44 171 535 3482).

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# STOCK MARKETS

## Impeachment talk adds to uncertainty

### WORLD OVERVIEW

The possibility that President Clinton might be impeached was the latest piece of bad news to depress global equity markets, writes Philip Coggan.

While his departure might make little difference to economic policy (and far less than, say, the resignation of Alan Greenspan), the uncertainty created by the impeachment talk was the last thing that nervous

investors needed. And it did not help that some of the bearish themes of the last few weeks repeated themselves.

Shares in Société Générale fell sharply as it revealed FF1bn of provisions to cover emerging market losses, and bank stocks in general continued to take a battering.

Concerns about the outlook for US corporate profits were highlighted by the warning from Procter &

Gamble, the US consumer goods giant, on Wednesday.

And Latin America, seen by many as the "next domino" in the emerging markets, suffered big stock market losses after the Brazilian central bank announced a deterioration in the government's finances. Brazil has been suffering a foreign exchange drain as investors worry about devaluation.

In the midst of all this, Russian president Boris Yeltsin gave up on the candidacy

of Victor Chernomyrdin as prime minister and switched to Yevgeny Primakov. Since Mr Primakov is acceptable

**MORNING'S CHANGES**

	% Change
São Paulo	-1.1
Buenos Aires	-7.3
Mexico City	-6.4
Santiago	-6.3
Caracas	-3.3

but the new man is not seen as a reformer.

All this weighed heavily on equity markets, with investors switching into the safe havens of bonds and gold. On Wall Street, the Dow Jones Industrial Average quickly lost more than 200 points and by lunchtime in New York, it had lost all the ground gained in Tuesday's record points rise.

European markets had started to weaken on Wednesday but yesterday's

setback decisively put paid to the mini-rally that began on Friday. Both Paris and Frankfurt lost more than 4 per cent. The fall in the dollar, which was linked to President Clinton's problems, was another depressant for European bourses.

While it is too early to describe the correction as a bear market, the pattern of temporary rallies that give way to further precipitate declines, is a classic symptom of bearish phases.

## Dow tumbles on concerns for presidency

### AMERICAS

US shares tumbled in early trading as Treasuries pushed higher on growing concerns about the Clinton presidency and renewed Latin American worries, writes John Labatos in New York.

The Dow Jones Industrial Average went into a nosedive as Congress met to discuss issues concerning potential impeachment proceedings against President Clinton. Sentiment was also deeply undermined by currency pressure and a severe shakeout for equities across Latin America.

Banking shares took a pounding, with the Philadelphia Stock Exchange's bank index tumbling more than 5 per cent to 617.34. Among the steepest fallers were money centre banks, with Citicorp down more than 7 per cent to \$74.86.

The Dow was down 242.02 to 7,823.00 by early afternoon, a loss of more than 3 per cent, with the blue-chip index coming within 100 points of last week's lows. The Standard & Poor's fell 25.72 to 980.48.

Among Dow stocks, American Express was off more than 7 per cent to \$70.84.

Brokerage shares also fell back sharply, with Merrill Lynch down 10 per cent or \$64 at \$638. Hambrecht & Quist tumbled more than 14 per cent to \$18.44.

By noon, the S&P composite index was off 96.08 at 5,772.70 in good two-way volumes as the weak opening on Wall Street and a surge for local bonds combined to depress investor sentiment.

Banks led the way lower in spite of the fact that the government is set to recommend that the ban on bank mergers be lifted.

Royal Bank of Canada came off 96 cents at C\$69.96 and Bank of Nova Scotia 75 cents at C\$64.60.

**Currency fears trigger Latin American rout**

Latin American markets fell steeply in morning trading as worries about the stability of a number of currencies sparked a wave of selling across the region.

SAO PAULO streamed lower from the opening bell, pushed down by a renewed outbreak of devaluation fears as foreign money continued to flee the country.

Outflows from commercial and floating financial markets totalled \$1.14bn on Wednesday.

By midsession, the benchmark Bovespa index was off 6.63 or 11.4 per cent at 5,012. The leading blue-chip fallers were Telesp, down 11 per cent at R\$62.80, and Petrobras, which lost 13.6 per cent at R\$101.99.

MEXICO CITY also

plunged. Share market activity was described as heavy as the central bank intervened to support the peso and the local money markets surged, lifting overnight Cetes to 40 per cent.

The IPC index was down 198.12 or 8.3 per cent at 2,269.14 at midsession.

SANTIAGO fell as traders squared positions ahead of today's public holiday. By midsession, the IPSA index was off 3.43 at 58.17, a decline of 5.8 per cent. Volumes were said to be minimal.

CARACAS, hit earlier this month by an effective devaluation of the bolivar following a widening of the central bank's trading band, shed 92.14 or 3.3 per cent to 2,728.90 on the IBC index.

Shares in Johannesburg rallied strongly but the broad market fell foul of the global downturn and the all share index closed off 121.4 at 4,853.3.

INDUSTRIAL tumbled 336.3

DM102.10, Dresdner Bank fell DM2.05 to DM70.45 and Commerzbank DM1.88 lower at DM50.22.

Swiss banks resumed their slide after Wednesday's news that Credit Suisse's investment banking arm, CS First Boston, had \$1.9 billion of exposure to Russia and Brazil.

Credit Suisse, down almost 10 per cent on Wednesday, lost another SF114 to SF198 as banking analysts took contrasting views on the stock. Morgan Stanley upgraded its investment rating and said its share price target was SF1245.

Lehman Brothers, however, cut its rating, saying that the downgrade reflected CSFB's \$250m losses by the end of August because of its exposure to Russia. Lehman added that uncovered exposures remained substantial

planned. Share market activity was described as heavy as the central bank intervened to support the peso and the local money markets surged, lifting overnight Cetes to 40 per cent.

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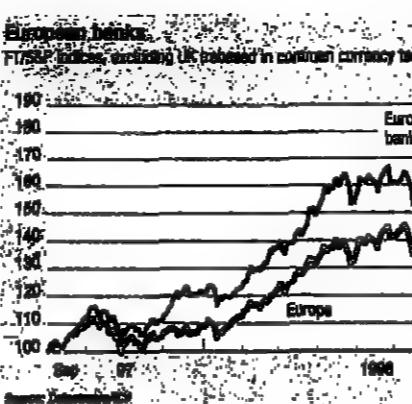
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**Golds defy downward trend**

**SOUTH AFRICA**

Golds in Johannesburg rallied strongly but the broad market fell foul of the global downturn and the all share index closed off 121.4 at 4,853.3.

INDUSTRIAL tumbled 336.3



and further charges seemed likely. UBS was down 5.4% to SF74.90 at SF74.50.

In Vienna, Bank Austria took another beating, dropping Sch39 to Sch30 after a 6 per cent slide on Wednesday as investors continued to focus on its Russian liabilities.

Italian banks were hard hit with three blue-chip financials suspended limit down: BCI down Ls68 to Ls213, Banca di Roma Ls64 lower at Ls268 and San Paolo off Ls175 to Ls203.

BNP fell FF132.20 to FF137.80, Paribas tumbled FF34.50 to FF420 and CCF lost FF26.10 at FF305.90.

German banks remained under pressure with HypoVereinsbank tumbling DM17.18 to DM115.70. Deutsche Bank lost DM6.55 to

10-month low against the D-Mark. By the close, the Xetra Dax index was 214.33 lower at 4,744.06.

Export-related stocks were hit by currency considerations. BMW lost DM35 to DM1.245 and its preferred stock DM80 to DM745.

VW lost DM6.80 to DM124.65 in spite of news that group deliveries in the first eight months rose 5.7 per cent. Daimler-Benz fell DM6.80 to DM15.90.

Software group SAP was another sharp loser, with its preference shares giving up DM5.70 to DM98.25.

Sentiment was equally depressed in Spain where Latin American devaluation scares were again rife.

Santander fell Pta235 to Pta238 and BBVA lost Pta206 or 11.1 per cent to Pta1,570. Up to 30 per cent of both banks' total lending is to Latin America.

PARIS closed just 19 points above its low for the session with the CAC 40 index off 17.2 at 3,889.35 in heavy turnover of FF12.9m.

Schneider and STMicroelectronics both fell more than 10 per cent. Schneider shed FF14.90 at FF130.10 while the Franco-Italian chip group, hit by the latest round of negative demand news from the industry, came off FF13.90 at FF131.9.

Unisys lost FF4.20 at FF137.85 as worries about Asian import hit sentiment. Foods group Danone was the one blue chip to stand out against the downturn, adding FF12 to FF1,572.

FRANKFURT dropped more than 5 per cent to its lowest levels of the day, hit by Wall Street's early tumble and a weak dollar's fall to a

10 per cent on Wednesday.

ASML took a beating after its latest round of negative demand news from the industry, came off FF13.90 at FF131.9.

Unisys lost FF4.20 at FF137.85 as worries about Asian import hit sentiment.

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**Golds defy downward trend**

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Golds in Johannesburg rallied strongly but the broad market fell foul of the global downturn and the all share index closed off 121.4 at 4,853.3.

INDUSTRIAL tumbled 336.3

or 4.5 per cent to 5,802.5 and financials moved steeply lower, losing 186.2 at 5,728.7. Overall volume, though, was modest. SA Breweries fell R1 to R4.84.

Golds spurred 5.4 per cent, adding 6.1 to 1,013.2 as the bullion price pushed higher.

Major natural gas reserves in Bolivia, Dong Won rose Won5,300 to Won5,800.

SINGAPORE was broadly lower, with Malaysian shares traded over the counter bearing the brunt of the falls as investors took profits after Wednesday's sharp gains.

MANILA ran up again on foreign selling of blue chips and the composite index ended off 57.28 or 2 per cent at 1,100.17. The foreign selling was sparked by a soft day for the peso. PLDT fell 60 pesos or 7.5 per cent to 735 pesos and Ayala Land 26 centavos or 4.9 per cent to 505 pesos.

SEoul was sharply higher, spurred on by heavy late buying in futures-linked trade and the composite index rose 5.73 or 3 per cent to 1,214.

Korea Long Term Credit Bank rose Won250 to its daily limit high of Won3,385 ahead of a statement today confirming a merger with Kookmin Bank. Kookmin rose Won220 to Won2,180 in heavy trade of 7.2m shares.

WELLINGTON shed 32.39 or 1.8 per cent to 1,780.76 on the 40 capital index, denoted by Standard & Poor's revision of New Zealand's foreign currency rating to negative. NZ Telecom shed 23 cents to NZ\$7.45 and Lion Nathan 10 cents to NZ\$4.35.

Energy developer Dong

## RECRUITMENT



RICHARD DONKIN

## The ultimate job test

Employee drug testing, commonplace in the US, will become the norm in Europe

The job is almost yours. You are evidently qualified and you breezed through the interview. The pay, conditions, holidays and prospects for advancement look ideal. But there is the minor matter of the drug test. How would you feel about giving a urine or hair sample to your prospective employer?

A book published this week argues that drug testing in the workplace is inevitable and necessary. It criticises the UK government for failing to tackle the issue in its recent white paper on drugs and forecasts that the testing of employees, which has become commonplace in the US, will soon become a dominant issue in the UK.

Patrick Dixon, the book's author, says governments are "scared" of using drug prevention programmes, including workplace testing, even though as many as 70 per cent of all drug users are in work. He argues that "employers should be able to choose to take action where staff are found to test

bring some 87 per cent of the workforce into the net.

Drink and drug problems are rife in some US industries. The US construction industry has reported substance abuse by up to one in four workers. One survey of 250 large and small companies found that one-third viewed drugs and alcohol as problems; and half of the companies said they would sack an employee on the spot if they were found to be under the influence of drugs or alcohol at work.

Testing, says Dr Dixon, has made significant inroads into preventing drug abuse, although one example given in the book perhaps says more about the creation of social problems by irresponsible employment policies than it does about abuses by employees. He quotes a plastics company in the mid-west where some staff took stimulants to keep awake when management increased the normal eight-hour shift to 12 hours in an attempt to raise production.

When the safety manager began to find powder residues and razor-cut marks on equipment he realised

that amphetamine addiction had become widespread. The company estimated that between 15 and 20 per cent of the workforce were taking drugs, often on the job, and began testing in line with a drugs education and prevention programme. Drug taking had fallen to "negligible levels" within a year, writes Dr Dixon.

He cites another example of a Wisconsin cardboard factory whose insurers became concerned about an unexpectedly high level of accident claims. The introduction of random drugs testing and education programmes reduced accident claims by 72 per cent the following year and led to an 80 per cent decrease in days lost because of injuries.

According to figures quoted by Manpower, the employment agency, SmithKline Beecham, which carried out some 5m drug tests among its US workforce last year, reported that 5 per cent tested positive for illegal substances, down from 5.8 per cent in 1986. Drug use has declined each year, says the company, since 1994 when 7.5 per cent of its US workers tested positive. Cocaine use, which had accounted for almost a quarter of all positive tests in 1995 had dropped to 16 per cent of positive tests in 1997, although marijuana use had increased.

The company has recently become worried about workers trying to cheat tests

by adding nitrates to their urine samples. Employee testing is spawning a flood of new products, some of which are designed for drug detection and others which claim to produce negative test results. Advice is also appearing on the internet, including a "guide to passing a piss test". Company urine testers are referred to colloquially by civil liberties organisations as "bladder cops".

Dr Dixon quotes studies in the US that claim that substance abusers, including those with an alcohol problem, are a third less productive than other workers and are three times more likely to be late.

But US civil liberties groups make a distinction between those who use cannabis and those who drink, claiming that cannabis users have better attendance records than alcohol users.

The American Civil Liberties Union has accused US companies of wasting millions of dollars a year on urine testing. But few might oppose the safety argument for drug testing in transport. The US Department of Transport, for example, has the largest drug testing programme in the world, covering 8m workers. Those who test positive are referred for professional help.

While the case for the use of testing in transport may be compelling, it may be far less so for its routine adoption across all sectors.

Recent controversies over the use of drugs in sport have demonstrated that the issues are unclear. European governments will find it increasingly difficult to avoid the issue for much longer as US companies with a European presence seek to impose their drug testing policies more widely. Companies will need

influence. Drug testing should only be introduced after a company has a written substance abuse policy, supervisor training, and employee education and assistance programmes.

The need to do something may well be driven by commercial pressures ahead of any government initiative. Some companies in the US have found themselves under pressure from insurers to introduce testing among employees. Dr Dixon expects such pressures to emerge in Europe.

"Companies that don't test will go bust. Their insurance premiums will go through the roof," he says.

"Workplace drug testing is urgently needed and will be forced on employers for economic and safety reasons."

\**The Truth About Drugs* by Patrick Dixon, Hodder & Stoughton, £19.99. It is available from FT Bookshop by ringing FreeCall 0800 500 535 (UK) or +44 181 224 5211 (outside the UK). Free p&p in UK.

richard.donkin@FT.com



## WORKING BRIEFS

may benefit from lessons learned by those who have already established them, which are included in a new report from the UK's Involvement and Participation Association.

The study is based on interviews with management and employees in 26 companies who have already set up works councils. Most set them up during the UK opt-out from the European Union directive.

Rachel Sloan, the report's author, says that the best works councils have developed a clear policy on issues such as disclosure, appropriate levels of consultation and whether the council has any legitimacy in corporate decision-making. European Works Councils: Moving Forward with Employee Consultation, £10, +44 171 354 8040

## Ageism advice

Ageism among recruiters is damaging the job prospects of older graduates, according to the Employers Forum on Age and the Association of Graduate Careers Advisory Services. They have issued an advice sheet for mature graduates seeking work. Some graduates as young as 29, they say, have had problems getting a place on graduate entry schemes. Details: +44 1227 782285

## Works councils

Companies seeking advice on how to organise European works councils

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All direct responses will be forwarded to Walker Hamill

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# Head of Trading

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- ◆ This is a role for an exceptional individual who will have the following abilities:
- ◆ Thorough knowledge of depository receipt products.
- ◆ Strong analytical skills to identify mispricings.
- ◆ In-depth experience of screen-based trading and market making activities.
- ◆ Experience of index and derivative products.



## Significant Expat Package

- ◆ Capability to work cross culturally in the most dynamic and promising emerging market in the world.

This is truly an outstanding opportunity to join such a distinguished investment bank whilst it is still in a period of substantial growth.

To be considered for the above role, please forward your CV including salary details, to Michelle Sochor or Jonathan Stokes at Michael Page Eastern Europe, Page House, 39-41 Parker Street, London WC2B 5LN, UK, telephone +44 (0) 171 269 2465, fax +44 (0) 171 831 3440, e-mail: mpf.e.europe@michaelpage.com www.michaelpage.com

Michael Page  
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## Proprietary Trading Support

J.P. Morgan is a global financial organisation of unprecedented scope and strength. It is firmly established as one of the world's major players in the fields of sales and trading, mergers and acquisitions, equity investments and fund management.

The Proprietary Trading desk in London takes large risk positions across a wide spectrum of markets. Products traded include swaps, credit derivatives, FX options, equities, bonds, FRAs, futures and options.

As a result of the area's continued growth, a high-profile position has arisen within the desk's support group. This team is based on the trading floor and has constant liaison with the proprietary traders. This is a highly dynamic and demanding role which requires a top calibre individual.

The position involves profit/loss and risk substantiation, analysis and reconciliation, as well as infrastructure and new product reviews. The complexity of the products requires an exceptional candidate with 3-5 years of experience post graduation, some of which should be in interest rate products. Ideally this experience would have been gained in a financial or middle office environment. A professional accounting qualification is desirable but not a prerequisite.

If you are resilient, self-motivated and a strong communicator and you feel you meet the above criteria, please contact Alex Cooper at Michael Page City, 50 Cannon Street, London EC4N 6JL. Telephone 0171 269 1904, fax 0171 329 2974 or e-mail: alexcooper@michaelpage.com quoting reference 447528.

**JPMorgan**

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EUROPEAN CENTRAL BANK

## VACANCY IN THE EUROPEAN CENTRAL BANK

### FUNCTIONAL SYSTEM SUPPORT EXPERT IN THE DIRECTORATE GENERAL FOR OPERATIONS

The European Central Bank (ECB), established in Frankfurt am Main on 1 June 1998, is urgently seeking a functional system support expert for its Directorate General for Operations. The ECB has its own terms and conditions of employment, including a competitive salary structure, retirement plan, health insurance and relocation benefits. Candidates must be a national of a Member State of the European Union.

The holder of this position will be a member of the Application Support Team which will maintain and further develop the ECB FinanceKIT system. This system is used for the management of the ECB's foreign reserve assets, the management of the ECB's own funds and the ECB's monetary policy operations. It will be used by all euro-area central banks across a private network. FinanceKIT has front- middle- and back-office functionality.

The Application Support Team will have both functional and technical expertise. Its tasks will include end-user assistance, co-operation with the vendor, co-operation with IT experts, specification, configuration, testing, documentation and data management.

#### Qualifications

- Good knowledge of trading operations
- Practical experience of supporting systems in the field of trading or portfolio management (front- middle- or back-office systems).
- Ability to analyse business requirements, present them in writing, and implement them in practice.
- Ability to organise and conduct testing activities in a systematic way.
- Ability to work under time pressure.
- Ability to take responsibility for tasks related to development and maintenance.
- Very good command of English and proven drafting ability in English. Working knowledge of other European Union languages is desirable.

Ref: ECB/GS/12/98FT

#### Applications

Applications should include a Curriculum Vitae and a recent photograph, together with references confirming the required experience and skills. They should quote the reference number and should be addressed to the European Central Bank, Directorate Personnel, Postfach 16 03 19, D-6006 Frankfurt am Main, and should reach us no later than 30th September 1998. Applications will be treated in the strictest confidence and will not be returned.

This vacancy is also published on Internet: <http://www.ecb.int> but applications should only be submitted on paper via surface mail.

## Business Analyst

### Acquisitions, Mergers & Bidding

"The telecommunications market is one of the most rapidly changing in the world today. Telecommunications networks are society's nervous system, critical to industrial competitiveness and social cohesion".

#### Middlesex

With the liberalisation of the global telecoms market, this company with a worldwide presence, annual sales in excess of £10 billion and listed on all three major stock exchanges, is undergoing a rapid global transformation.

To facilitate this change, there is now a need for a Business Analyst to support the development of commercial opportunities, including new mobile telecom licences and acquisitions, through providing financial and business evaluations.

Your responsibilities will include:

- ◆ Financial and commercial evaluations of new business opportunities, particularly acquisitions.
- ◆ Investment appraisal and company valuation through developing financial models for investments.
- ◆ Analysis of financing packages in conjunction with corporate finance.

#### c £44,000 + Car + Benefits

- ◆ Development and monitoring of strategic business plans including KPI measurement.
- ◆ The successful candidate will be an ambitious qualified accountant with first class technical ability, ideally from a corporate finance background and with the experience of commercial evaluations, modelling skills and development of corporate strategy. You will need to display a hands-on approach and excellent communication and self-management skills, you will be able to work in a multi-disciplinary team environment. This role will involve international travel.

Interested applicants should forward an up-to-date curriculum vitae including current remuneration and daytime contact number to Keith MacKenzie at Michael Page Finance, Europe House, Church Street, Old Isleworth, Middlesex TW7 6DA, or fax on 0181 847 5703 or e-mail: keithmackenzie@michaelpage.com quoting ref 413794, [www.michaelpage.com](http://www.michaelpage.com)

Michael Page  
FINANCE

Australia • China • France • Germany • Hong Kong • Italy • Netherlands • New Zealand • Singapore • Spain • UK • USA

## Japanese Equity Fund Manager

### Excellent Package

With funds under management of over \$55 billion, Phillips & Drew is one of the UK's leading institutional fund managers, offering a full range of investment products to meet the needs of corporates, local authorities and charities.

Due to internal reorganisation, we are looking to recruit a fund manager with strong knowledge of the Japanese equity market to join our small Japanese investment team, which is based in London and has a strong track record.

#### Your role

The role predominantly involves identifying investment opportunities and managing client portfolios. You will undertake a significant amount of research and analysis, and you will be expected to produce sound analytical justifications for your recommendations. You will also have responsibility for structuring and maintaining client portfolios. Frequent overseas travel is part of the role.

#### Your qualifications

With 5 years' experience of detailed research of Japanese companies, you must be able to demonstrate a track record of successful investments and sound knowledge of the Japanese equity market. To complement your strong analytical ability, you will be an effective team player with excellent communication skills, as well as the ability and keenness to take personal responsibility for managing client portfolios.

Essential requirements are a strong academic background and IMRO registration. Good Japanese language skills are desirable. Ideally, you will hold the IIMR (or equivalent) qualification, although we will support the right candidate through a structured study programme for this.

#### What we can offer

As well as a well-established and successful business profile, you will enjoy a professional, team-oriented and supportive working environment, and a highly competitive remuneration package including discretionary performance award, housing allowance, non-contributory pension scheme and private healthcare.

To apply, please send your CV and covering letter to: Mrs Lefki Frangou, Personnel Officer, Phillips & Drew Limited, Triton Court, 14 Finsbury Square, London EC2A 1PD.

Regulated by IMRO

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FINANCIAL TIMES

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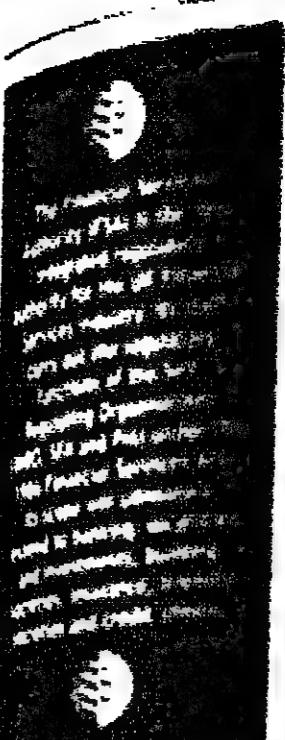
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Centre of the



MANAGER  
ASSET  
MANAGEMENT  
DIVISION

Middle East  
Excellent Package



Base Metal

MORGAN STANLEY

WOOD

FINANCIAL TIMES FRIDAY SEPTEMBER 11 1998

III

## Become a Key Figure at the Nerve Centre of the Pensions Review



Financial Services Authority

### Associates: Policy and Standards Department, Pensions Review Division

The Pensions Mis-selling Review is of major significance for consumers throughout the country. Its unprecedented scale in regulatory terms also makes it a very major project for the FSA, and it is at the cutting edge of consumer protection.

You have an opportunity to play a key part in the Review - and to learn about many aspects of the FSA's work - by joining the Policy and Standards Department. This small team acts as the focal point for review strategy, co-ordination, public relations and technical standards. The current public debate on provision for old age and appropriate longer-term pension policy also makes it a particularly interesting time to work in this part of the FSA.

As an Associate, your focus will be on policy work for the ongoing priority review as well as the implementation of the recently announced Phase 2. This will involve ensuring consistent standards whilst finding pragmatic and fair solutions to difficult technical or practical problems. You will

liaise with the industry, the Investors Compensation Scheme and a wide range of other interested bodies. You will also be responsible for ensuring the FSA delivers an effective consumer awareness campaign.

We are looking to appoint people with experience of policy formation, problem solving, strategic thinking, and business regulation. A good working knowledge of pensions would also be an advantage. The ability to communicate effectively to a variety of audiences is important, as is a capacity to think about issues from all perspectives.

To put yourself at the very heart of the Pensions Review, please telephone 0171 269 6204 for an application form, quoting UW171. Closing date for receipt of application form: 23rd September 1998.



### MANAGER ASSET MANAGEMENT DIVISION

#### Middle East Excellent Package

HW GROUP

Our client, a leading financial institution in the Gulf area, seeks a dynamic and talented individual to manage the Asset Management Division.

The asset management division is growing at an impressive rate. The division manages substantial funds predominantly in unit trusts. This position presents a rare opportunity to make a real impression on the development of a high-profile division of the business.

Based in the Gulf area, your responsibilities will include:

- to manage and develop the overall strategy of the division including product and manager selection;
- to build and manage relationships with investment managers and service providers;
- to coordinate the marketing activities of private, corporate and retail bankers at the bank;
- to prepare management reports including profitability analysis and performance bench-marking.

The successful applicant will be a graduate in finance, economics or marketing and will have 4-5 years experience within the industry, probably in mutual funds or unit trusts. A committed team-player with outstanding verbal and written communication skills will be rewarded with an excellent remuneration and benefits package.

In the first instance, please contact, in complete confidence, Andrew Somerville or Matthew Blagg on +44 (0) 171 344 4281. Alternatively, please send your full CV, including the details of your current remuneration, to HW Harrison Willis International, Cardinal House, 39-40 Albemarle Street, London W1X 4ND, UK. Fax: +44 (0) 171 344 0364. E-mail: andrew.somerville@hwgroup.com Internet: www.hwgroup.com

**HW HARRISON  
WILLIS**

INVESTOR IN PEOPLE

### Commodity Trading Support

a broad-based role managing a team dedicated to excellence

The importance of ensuring that the support function is as professional as the traders are profitable is nowhere more in evidence than in our client's oil business, the largest sector in a varied commodity company.

The role encompasses a range of responsibilities covering close cooperation with the traders in position-taking, P & L calculations, management information systems review and crucially, Risk exposure.

Ideal candidates will have a sound background in trading support, a good understanding of accounting principles (not necessarily backed by a paper qualification) and demonstrable experience of market risk exposure. Whilst exposure to oil trading would be particularly attractive it is not an absolute.

Flexible, intellectually strong, commercially aggressive and a good common sense approach are amongst the traits required.

Career prospects are first-class and the benefits package is flexible enough to appeal to the best.

Please send full career details to Simon Hughes or Malcolm Lawson at Exchange Consulting Group, 13 St. Swithin's Lane, London EC4N 8AL. Telephone 0171 929 2383. Fax 0171 929 2385. It is strictly held that no CV is forwarded to the client without the express agreement of the candidate.

**EXCHANGE  
Consulting Group**  
SEARCH AND SELECTION

### Base Metals Trader

to bring physical trading skills to an expanding derivatives area

Morgan Stanley, Dean Witter are pre-eminent in commodities trading and risk management. As part of our continuing growth there is an intention to expand within the Base Metals area by making a key appointment.

There are high levels of commitment to this position and candidates must demonstrate equally strong dedication in addition to technical trading skills of the highest order. Five years' trading experience within physical base metals is seen as the absolute minimum and we will be particularly interested in candidates with experience and understanding of derivative products.

Please send full career details to our retained consultants, Trish Collier or Francesca Merviel at Exchange Consulting Group, 13 St. Swithin's Lane, London EC4N 8AL. Tel 0171 929 2380. Fax 0171 929 2385. Any CVs sent direct will be referred to the client.

**MORGAN STANLEY DEAN WITTER**



## CENTRAL BANK OF THE UAE

### CHALLENGING AND PRESTIGIOUS CAREER POSITIONS UAE BASED (DUBAI OR ABU DHABI) EXCELLENT REMUNERATION PACKAGE

Our Institution is the Monetary Authority in the UAE with overall responsibility for directing the monetary and banking policy and supervision over its implementation in accordance with the State general policy and in such ways to help support the national economy and stability of the currency.

Central Bank of the UAE is now seeking to employ qualified professionals to help in achieving its mandate and to secure the required expertise and know-how to enhance existing local talents.

#### BANK SUPERVISORS

- The Bank Supervisor will be responsible for managing certain financial analysis activities including financial statements, portfolios and for developing performance standards for conducting investigations.
- The ideal candidate will be a qualified accountant (ACA, CPA), and/or a member of the institute of banking with extensive experience in banking and financial institutions. The individual should be aged between and possess excellent analytical financial and communication skills.

#### BANK EXAMINERS

- The main duties of the Bank Examiner will be to carry out field inspection to ensure compliance with rules and regulations by the banks operating in the country.
- The ideal candidate, should have a proven track record in bank inspection at a major bank audit firm, and should be a qualified accountant preferably ACA/CPA.

#### BANK EXAMINERS OF INVESTMENT PRODUCTS

- The Bank Examiner of Investment Products will be responsible for field inspection of bank dealing rooms, investment companies, money changes, and all business entities involved in investment, marketable securities, foreign exchange and derivatives business.
- The ideal candidate should have at least five years' experience on managing investment, marketable securities, foreign exchange plus having good knowledge about derivatives.

#### INVESTMENT ANALYSTS

- The Investment Analyst will be responsible for managing investment in treasury deposits, government securities, other marketable securities, and foreign exchange.
- The ideal candidate should have at least five years' experience on managing investment in fairly active organisations, banking and financial institutions.

Interested candidates should forward their CV together with recent photo before end of September 1998 to Mr. Salim Al-Adab, Manager Personnel Division - PO Box 854 Abu Dhabi: Fax No.: (971-2-665978).

Response will be sent to all applicants with date and place of the interview for the selected ones.

## New Season - New Start

### Credit Analysts In Top US Investment Houses

£35-60k + package

The summer slow-down is over and a new challenge awaits. Do you want the prestige of working for an investment bank that is consistently at the top of the UK league tables? Do you want constant deal flow, supported by excellent client relationships? Our client, a leading UK investment house is seeking corporate finance at both Executive and Senior Executive level.

Potential candidates will have:

- A minimum of 18 months corporate finance experience.
- Outstanding academic and a professional qualification (ACA, ILLB, MRA).

The ability to thrive under pressure and the drive to succeed.

At senior level a sector specialism is an advantage, in particular telecoms, consumer products or financial institutions.

This opportunity rewards the best candidates with early responsibility, clear career progression, and good financial remuneration.

### UK Investment House

### M&A Positions

The summer slow-down is over and a new challenge awaits. Do you want the prestige of working for an investment bank that is consistently at the top of the UK league tables? Do you want constant deal flow, supported by excellent client relationships? Our client, a leading UK investment house is seeking corporate finance at both Executive and Senior Executive level.

Potential candidates will have:

- A minimum of 18 months corporate finance experience.
- Outstanding academic and a professional qualification (ACA, ILLB, MRA).

The ability to thrive under pressure and the drive to succeed.

At senior level a sector specialism is an advantage, in particular telecoms, consumer products or financial institutions.

This opportunity rewards the best candidates with early responsibility, clear career progression, and good financial remuneration.

### Contact Kathryn Thornton

### US Bank

### M&A Associate

£35-60k + bonus and benefits

Our client is a global US investment bank which provides high level advisory services. Renowned for granting autonomy at Associate level, this role represents a coveted opportunity to get involved in high profile transactions through all stages of the deal life cycle.

Our client demands:

- A background in M&A of at least 2 years from a quality institution.
- An outstanding academic background and a professional qualification (ACA, ILLB, MRA).

A second language would be advantageous.

This opportunity would suit a Corporate Financier who seeks the opportunity to increase their profile with the security of a high-profile deal flow. This opportunity secures a position with a brand-name house that is assured of a prominent part in the market segmentation of the new millennium.

### Contact Amanda Lote

### BADENOCH & CLARK

recruitment specialists

## PROJECT FINANCE TEAM LEADER

### Tax free compensation plus generous ex-patriate benefits

### MIDDLE EAST

Our client is one of the Gulf's most significant institutional investors and has one of the most successful Project and Trade Finance groups in the region. As a consequence, it has been involved in many high profile projects across the Middle East. Due to the continued success of the business there is currently the requirement to hire a team leader who will manage one of the project finance teams, consisting of a small (2-3) high performing and high calibre group of individuals. The role will be a combination of business originator, leader and coach.

#### The Position

- Source and negotiate project finance deals across a region.
- Manage, coach and develop the team.
- Negotiate and organise syndicated loans.
- Prepare analyses of credit and cash flows.
- Liaise and work with the appropriate divisions within the institution.

#### The Requirements

- Extensive project finance experience gained within a leading project finance bank.
- Experience of managing and leading a team.
- Strong commercial skills.
- PC literate.
- The successful candidate will also combine the following qualities: strong intellect, energy, focus, team playing and open-minded attitude.

Please send your CV with current salary details to:

Metin Mitchell, K/F Selection, 252 Regent Street, London W1R 6HL, quoting ref. 90279C/04.



Alternatively send by fax on 0171-312 3380 or by e-mail to kf-london@kornferry.com Internet Home Page <http://www.kfselection.com>

**K/F SELECTION**

A DIVISION OF KORN/FERRY INTERNATIONAL

## EMERGING MARKETS SEARCH & SELECTION

### MAJOR US BANK - CENTRAL EUROPEAN CORPORATE FINANCE ORIGINATION

Our client, a global US commercial & investment bank is expanding its London-based corporate finance team covering the emerging markets of Europe and Central Asia. As part of this initiative, candidates are required for the position of Country Manager - Central Europe, with a particular emphasis on Hungary, the Czech Republic and Slovakia. Primary responsibilities will include:

- Development and implementation of business strategy
- Relationship management - domestic & multinational corporations, financial institutions, government entities
- Cross-border business origination - structured finance, debt capital markets, structured trade & project finance, advisory, commodity & financial derivative products

The successful candidate will ideally have:

- At least 5 years corporate finance experience, with a track record of completed deals in the region
- A foundation of strong relationships throughout Central Europe at the decision maker level
- Fluency in English plus (at least one of) Hungarian/Czech/Slovak
- An entrepreneurial approach to banking, with a proven ability for lateral thinking and readiness to contribute generally to the performance of the emerging markets team

The candidates are likely to be at VP level with some 5-7 years experience, most recently with a track record of dealing at CFO level.

Interested candidates should send your CV in complete confidence to: Andrew Shulter, Emerging Markets Search & Selection, 12 Masons Avenue, London EC2V 5BB, London, UK. Telephone: +44 171 600 4744; Fax: +44 171 600 4717 Email: andrew@emss.co.uk



### Chief Manager - Credit Control

#### Pakistan

With a reputation synonymous with banking technology and unsurpassed customer services, our client, a leading Middle Eastern Bank, is seeking to recruit a Chief Manager - Credit Control to oversee the operations activities in Pakistan. As one of the largest foreign banks in Pakistan they are looking to strengthen their current position with this strategic hire.

As part of the group's credit department, the successful appointee will be responsible for recommending to management the credit policy and maintenance of risk assets. Responsibilities will also include the continual development and standardisation of credit procedures and systematic introduction of controls and checks. Furthermore, the appointee will review the provisions for debt recovery and be expected to provide specialist support services, monitor compliance and develop industry sector performance reviews.

#### US\$120,000 + full expat benefits

As a finance graduate, you will have at least ten years' experience in the credit field, of which four will have been held in a managerial capacity. Key competencies in credit evaluation, risk analysis and negotiation are a given, as are highly honed interpersonal and communication skills, as well as cross-cultural awareness.

The successful candidate will enjoy tax concessions, full housing, car/Driver, children's education and other expatriate privileges commensurate with this opportunity. Please contact either Derek Yau or Justin McLennan on (852) 2528 1191 for a confidential discussion, or forward a brief résumé quoting reference 5704/41 to Morgan & Banks (HK) Ltd, 5/F Chinachem Century Tower, 178 Gloucester Road, Wanchai, Hong Kong, or fax your résumé to (852) 2528 2901 or E-mail to resume@morganbanks.com.hk.

[www.morganbanks.com.au](http://www.morganbanks.com.au)

**Morgan & Banks**  
INTERNATIONAL

### UK & CROSS-BORDER LEASING London - Frankfurt

Our current mandates include outstanding career opportunities for high calibre bankers/packagers who can demonstrate success to date in providing innovative solutions to major UK & European corporate clients covering their tax-based big-ticket asset financing needs. These include:

#### SENIOR VICE-PRESIDENT

Deputy team leader with both US and European tax-based lease advisory experience, with strong mandate winning skills. London based. **to £120,000**

#### VICE-PRESIDENT

Able to source, structure and close big ticket tax-based leasing transactions via USLs, GLIs, LLOs etc. covering UK & Europe. London based. **£100,000**

#### LEASE EVALUATIONS

Numerate graduates with 3-4 years' lease evaluations, computer modelling and risk/cash flow analysis experience gained from within an aircraft financing or big-ticket leasing environment. **negotiable, £35-60,000**

All these roles carry incentivised bonus/profit share schemes and other fringe benefits in addition to the base salaries shown. In strict confidence, please send a detailed CV to: Brian Gooch, Director, Anderson's (UK) Limited, Leasing & Asset Finance Recruitment Specialists, Wainford Court, 29 Thringworth Street, London EC2N 2AT. Telephone: 0171-466 0666 Fax: 0171-466 0667 E-mail: [kgooch@andersons-uk.co.uk](mailto:kgooch@andersons-uk.co.uk)

London **Anderson's** Frankfurt

**National Bank of Bahrain**



بنك البحرين  
الوطني

#### Senior Portfolio Manager

Reporting to the AGM Treasury & Capital Markets, this key position is responsible for planning, implementing and managing the Bank's capital market activities that include fixed income and investment business.

#### Major responsibilities

- Act as a senior member of the portfolio management and security trading team and to manage part of the Bank's fixed income portfolio in major currencies.
- Evaluate investment opportunities, formulate strategies and tactics to benefit from market movements in the international debt market.
- Demonstrate a dynamic assets allocation approach and the ability to implement hedging techniques to protect asset values.
- Achieve earnings targets in portfolio management and security trading.
- Coordinate with external fund managers and develop strategies and maximise return on assets.

#### Position requirements

- At least 7 years senior experience of portfolio management and securities trading in major currencies with an internationally recognised financial institution.
- A proven track record of achievement in the debt market.
- Knowledge and experience of derivative products and markets and expertise in the use and application of up to date information and communication systems.
- Degree qualified.

The State of Bahrain is the leading financial services centre in the Middle East and offers an excellent working environment and lifestyle in the most modern and cosmopolitan surroundings.

NBB offers an excellent tax free compensation package with additional expatriate benefits.

Please send your CV along with details of your current remuneration package to the following address to reach us not later than 25th September 1998:

**Senior Manager  
Personnel Administration  
National Bank of Bahrain  
P. O. Box 106, Manama,  
State of Bahrain.**

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Le Quotidien de l'Économie

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### International Communications Company

### SENIOR EXECUTIVE - BUSINESS DEVELOPMENT

#### EXCELLENT PACKAGE / CITY

Our client is a successful US corporation focused upon serving the joint needs of companies and their shareholders. Dedicated teams, offering an exceptional scope of services and skilled in mass communications have placed the company at the very forefront of its sector. A clear and ambitious strategy for growth gives rise to this new position.

#### THE ROLE

- Key strategic member of new Management team. Define, develop and implement business expansion in the UK and then into Europe.
- Successfully build relationships with brokers/financial advisors and senior executives within the financial services community.

- Effectively manage a team to ensure the completion of projects within tight deadlines.

#### QUALIFICATIONS

- High calibre professional with at least 5 years' experience, ideally within a broking/financial advisory environment. Good understanding of the M&A/corporate finance industry and preferably authorised as a Securities Representative.
- Inspirational leader and proven business developer. Offer immediate credibility with the ability to work with and influence senior management.
- First class communication skills. Proactive, commercially astute and hands-on approach. Team player. European language skills advantageous.

**SAINTY HIRD  
& PARTNERS**



Please send a full cv and current salary details, quoting reference 9804, to Human Resources, SHP Associates, Alderman House, 10-12 Queen Street, London EC4N 1TX. Tel: 0171 815 8888. Fax: 0171 815 8800. E-mail: [shp@shp.co.uk](mailto:shp@shp.co.uk) Internet: <http://www.shp.co.uk>

### Senior Money Market Dealer/Euro

Our commitment to the global currency markets continues to grow and our Financial Markets Division now require a Senior Money Market Dealer, based in the City, to trade the Euro cash/derivatives book.

You must have had at least 3 years' experience of trading Money Markets in at least one of the major Euro currencies, with a successful track record in Interest Rate Swaps, Futures and Options. This is likely to have been gained in a major financial institution.

Particular emphasis will be given to numerate candidates who have a degree or professional qualification and highly developed computer skills. You will have good communication skills and be a self-starter with an ability to seek creative solutions to movements in the market. You will thrive on working in a demanding yet stimulating environment and will want to assist us in achieving a competitive advantage in the development of our business.

The compensation package will include a basic salary of up to £60,000 + performance related bonus and the usual banking benefits.

Please forward a full CV, with details of current remuneration, to: Keith Cuthbertson, Commonwealth Bank of Australia, Senator House, 85 Queen Victoria Street, London EC4V 4HA.

**Commonwealth  
Bank Australia**

### First World Bank Conference on Capital Markets Development at the Subnational Level

Local Strategies to Access Financial Markets: Lessons and Opportunities for Latin America and Central and Eastern Europe

Santander, Spain, October 26-29, 1998



**TOPICS:**  
Macroeconomic Implications of Subnational Borrowing  
Legal, Regulatory and Institutional Framework for Subnational Borrowing  
Regional and Local Capacity for Financial Management  
The View from the Market  
Choice of Instruments and Borrowing Structures

**Credit Ratings and Financial Guarantees**  
Borrowing through Financial Intermediaries  
Debt Management  
Transparency and Information Disclosure  
Collateralization  
Financial Management and Funding Strategies  
Vehicles for Joint Public Investments

**Dealing with Non-Performing Subsidiary Borrowers**  
Financing Typical Subsidiary Investment (revenue bonds)  
EuroBonds  
Financing of Infrastructure Investments on the Account of the Municipality (G.O. Bonds)  
Municipal Bonds

**MAIN SPEAKERS:**  
Michael Barth  
Director, Capital Markets Development Department, World Bank  
Ana Patricia Rojas  
Chief Executive Officer, Santander Investment, Spain  
Shahid Javed Buri  
Vice-President for the Latin America & Caribbean Region, World Bank  
Jose Joaquin Martinez Siles  
President, Conferencia Autonómica, Spain  
Gabor Demszky  
Mayor of Budapest, Hungary  
Guillermo Parry  
Chief Economist, Latin America and the Caribbean Region, World Bank

**Gonzalo Pideiro**  
Mayor of Santander, Spain  
Mark Schmidler  
Associate Administrator, Bureau for Latin America and the Caribbean, US Agency for International Development  
Teresa Ter-Minassian  
Deputy Director, Western Hemisphere Department, International Monetary Fund

**THE WORLD BANK**  
Santander Investment  
Gobind Singh

For additional information and registration contact L. Kusser Avera at (202) 473-9328; Fax: (202) 676-0239; e-mail [lkusser@worldbank.org](mailto:lkusser@worldbank.org) Conference website at <http://www.worldbank.org/latinam/cap-markets/>

**McKinsey & Company**

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Considerable travel is anticipated - candidates will typically be involved in projects for 3-4 week periods, regularly visiting consulting teams on site in the UK and mainland Europe. They will be expected to provide thought leadership in terms of new product development, sales and marketing innovation and performance measurement techniques.

Interested and relevant candidates should send their curriculum vitae to Shammi Ladha at Stephen Selection, 20 Conduit Lane, London EC4R 3TE or by E-mail to [s Ladha@stephens.co.uk](mailto:s Ladha@stephens.co.uk) quoting reference 100056

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Due to the continual growth of European Equipment Finance, we would also like to hear from German speaking Credit and Risk management professionals for additional roles based in Europe.

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A comprehensive overview of credit risk reporting is required, possibly gained in the international lending and leasing business. You will be expected to liaise with existing and potential customers and, as a result, must have a very high level of customer awareness. A high level of computer literacy, as well as an organised and methodical manner, is essential to success in this position. A knowledge of the Aviation industry would be a distinct advantage.

The position will require a considerable amount of international travel.

Please reply with a Curriculum Vitae (including current remuneration details) to: Ms. Veronique Stal, debis AirFinance B.V., Avant van de Biezen 22, 1110 CL Amsterdam Schiphol Airport, The Netherlands.

## HEAD OF PERFORMANCE MEASUREMENT

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have the following responsibilities:

- Oversee the regular preparation, interpretation and explanation of the various analyses to clients, fund managers and senior management
- Maintain strong relationships with fund managers, management, operations, IT and external vendors
- Develop regional strategic plans and co-ordinate them with overall strategy for Global Performance Measurement
- Co-ordinate and delegate ad-hoc requests across the desk
- Manage and develop staff resources

Interested applicants should fax or send their Curriculum Vitae and covering letter to Brian Dean at Robert Walters Associates, 10 Bedford Street, London WC2E 9EE. Tel: 0171 915 8849. Fax: 0171 915 8714. Email: [brian.dean@robertwalters.com](mailto:brian.dean@robertwalters.com)

Web: <http://www.robertwalters.com> You may also apply via [http://www.rws.com/Robert\\_Walters](http://www.rws.com/Robert_Walters) quoting reference RW172.

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Major international banks are seeking to recruit an experienced credit analyst whose primary responsibility will be to cover the bank's Funds and Fund Managers in the UK and some parts of Europe. These are a wide range of mutual and bank owned very large asset management companies. Applicants must have at least two years of experience of analysing funds and a good understanding of the fund management industry. A sound knowledge of products and an appreciation of other areas of credit analysis is useful. Excellent interpersonal skills required as there will be a great deal of client contact.

### Credit Analyst

£230 - £28,000  
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For further detail call or write to Tessa Beck

AUSTEN SMYTHE THE BANKING  
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and analyst-to-client communication through regular meetings, presentations, road shows, etc;

- coordination of market driven pan-european research priorities and projects;
- adoption of appropriate and compatible computer software to ensure mutual access to each member's data base and, possibly, to the markets of each other;
- identification of synergies and opportunities between member firms;
- subject to approval of the Management Committee the implementation of any policies resulting from recommendations adopted.

The ideal candidate will have a University Degree in Economics or the equivalent, with a minimum of 10 years' experience of financial analysis and/or

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In return, our client offers a challenging job opportunity with an attractive salary package in a dynamic and multicultural environment.

For further information, please contact Christophe Vandoorne on +32 2 511 66 88 (fax +32 2 511 99 69) or send him your detailed curriculum vitae at the following address: Robert Walters Associates, Avenue Louise 66 box 5, B-1050 Brussels. E-mail: bxi@robertwalters.com - web: <http://www.robertwalters.com>



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- Sound experience and a good understanding of the insurance industry, gained as an analyst, management consultant or insurance executive.
- Excellent academic record, possibly with an MBA, strong analytical skills, high degree of numeracy and fluent English. French and German would be a considerable advantage.
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Our client, a major US investment bank, is currently experiencing significant growth in the use of derivatives within its asset management division and is seeking experienced professionals to join its derivatives team.

#### The Role

- Contribute to the quantitative effort, particularly in the area of statistical modelling, required to utilise derivatives throughout the investment process and to develop derivative based funds.
- Support use of derivative instruments by portfolio managers in developing strategies, structuring trades, and managing positions.

#### The Candidate

- High level degree in a quantitative area such as econometrics, physics, statistics, mathematics, engineering (MAM/Phil, PhD preferred).
- Minimum 2 years experience in statistical modelling.
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## Financial Controller

### Hampshire

RSL COM Telco UK Ltd provides telecommunications services across the UK to businesses and residential customers. The business operates through a distribution base of dealers, corporate accounts and directs sales and has built a customer base well in excess of 200,000 providing revenues over £100 million.

The recent acquisition of Motorola Telco has resulted in the need for a Financial Controller who will report directly to the General Manager and will have staff responsibility for a team of 60. This high profile position will be responsible for ensuring that comprehensive financial and commercial support is given to the General Manager and his management team.

The successful candidate will be a graduate calibre qualified accountant, probably with a minimum of eight years' post qualification

**c £60,000 + FX Car + Bonus**

experience. Excellent communication and interpersonal skills are a pre-requisite, as is previous experience of managing and motivating large groups of people. It will be essential that candidates are proactive, creative and comfortable dealing with complex business issues in a rapidly changing environment. A high level of systems/IT literacy is required and candidates with a broad understanding of fixed and mobile telecommunications would be of particular interest. Interested candidates should forward a comprehensive curriculum vitae, including details of current salary and daytime telephone numbers to Wayne Mason ACCA, Michael Page Finance, 33 Blagrave Street, Reading, Berkshire RG1 1PW, Fax 0118 956 1657, quoting reference 444600, or e-mail: waynemason@michaelpage.com www.michaelpage.com

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## Financial Controller

### Berkshire

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◆ Analysis/review of major capital projects, acquisitions and divestments.

The successful candidate will be a graduate calibre qualified accountant, probably with a minimum of four years post qualification experience. Candidates who have had experience of the media or leisure industries would be of particular interest. In addition, a high degree of computer literacy will be required.

It will be essential that candidates have well developed interpersonal skills, along with the ability to communicate with and influence others at all levels in the business. A flexible, enthusiastic and proactive nature will be necessary to add value to this ambitious business.

Interested candidates should forward a comprehensive curriculum vitae, including details of current salary and daytime telephone number to Wayne Mason ACCA, Michael Page Finance, 33 Blagrave Street, Reading, Berkshire RG1 1PW, fax 0118 956 1657, quoting reference 447188, e-mail: waynemason@michaelpage.com www.michaelpage.com

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An opportunity has now arisen for a Group Tax Manager.

Reporting to the Director of Finance and Planning, the successful candidate will be involved in:

- ◆ Developing strategies to minimise group tax exposure.
- ◆ Managing Group Tax compliance in the UK and Worldwide.
- ◆ Promoting tax awareness throughout the business and in all financial decision making.
- ◆ Providing management and leadership to a team of four ensuring their continuing development.

The ideal candidate will either be a qualified accountant or tax specialist with a minimum of three

years PQE gained in the profession or industry and preferably with some international tax experience.

You should be able to communicate effectively across all levels of the organisation, be a flexible team player and have a customer focused approach.

Anglian Water in return can offer an excellent opportunity to consolidate and develop technical and management skills, as well as the opportunity to progress in a diverse business environment.

Interested candidates should send their CV to either Donald McFarlane CA or Fiona Reynolds at Michael Page Taxation, Page House, 39-41 Parker Street, London WC2B 5LN or telephone on 0171 269 2322. Please quote reference 432855. Alternatively, e-mail: fionareynolds@michaelpage.com

**Michael Page**

TAXATION

Australia • China • France • Germany • Hong Kong • Italy • Netherlands • New Zealand • Singapore • Spain • UK • USA

## European Tax Manager

### Dublin

**to £60,000 + Benefits**

Black & Decker is a global marketer of power tools and other quality products for the home and commercial applications. The Corporation markets its products in over 100 countries and has European operating subsidiaries in virtually all Western European countries. This position reports to the European Tax Director based in Dublin.

The European Tax Manager will make a significant contribution to corporate strategy, and ensure that tax planning is given proper and due emphasis within the overall context of business objectives. Emphasis will be placed upon international tax planning and there will be a strong interface with the Treasury function.

Due to the high profile nature of the Tax and Treasury functions, Black & Decker wish to appoint a commercial individual, who has a flexible approach and is a lateral thinker.

**BLACK & DECKER**

### Dublin

**to £60,000 + Benefits**

You must have drive, plenty of initiative, and the potential to be promotable within three years. You will have a good academic record and relevant career experience i.e. qualified accountant with at least three years international experience, within a large professional tax practice or in a multi-national company.

This is a unique opportunity to play a leading role within the tax and treasury operation of a truly world-wide organisation.

Interested applicants should send a full CV to Charles Ferguson at Michael Page Taxation, Page House, 39-41 Parker Street, London WC2B 5LN or telephone him in strictest confidence on +44 (0) 171 269 2244, fax: +44 (0) 171 831 6662, e-mail: charles.ferguson@michaelpage.com www.michaelpage.com

**Michael Page**

TAXATION

Australia • China • France • Germany • Hong Kong • Italy • Netherlands • New Zealand • Singapore • Spain • UK • USA

## European Financial Controller

### Windsor

**£55,000 + Car + Benefits**

Our client, a subsidiary of a US corporation, is a market leader in the provision of Marketing Services to the European healthcare sector. As an established and expanding business that already possesses a significant presence in the marketplace, the company operates from a position of considerable strength.

Due to a dynamic European growth strategy, an opportunity has arisen for an experienced finance professional. Responsibilities include:

- ◆ Overall financial control for a fast growing European operation.
- ◆ Involvement in developing pan-European strategic/operating plans.
- ◆ Improving and managing all MIS activities.
- ◆ Overseeing and developing a European-wide finance team.
- ◆ Ad-hoc commercial projects including acquisitions.

The successful candidate will be a qualified accountant with a minimum of five years post qualification experience, a strong academic

background and an outstanding record of achievement to date. You must possess strong technical and management skills and ideally have experience working in an international environment with a US parent company.

It would be an advantage (though not a prerequisite) for candidates to have a second European language.

As a senior finance professional, we would expect you to possess superior interpersonal and leadership qualities. The successful candidate will demonstrate an ability to challenge current practices at all levels within the organisation. They will be able to demonstrate a high level of commitment, drive and vision in a fast paced, dynamic environment. Flexibility and team player skills are essential.

Interested candidates should write, enclosing a full CV, current salary details and daytime telephone number to Christopher Pereira ACCA at Michael Page Finance, 40-42 High Street, Maidenhead, Berkshire SL6 1QE. Tel 01628 7771604, or fax 01628 785495. www.michaelpage.com e-mail: christopher.pereira@michaelpage.com

**Michael Page**

FINANCE

Australia • China • France • Germany • Hong Kong • Italy • Netherlands • New Zealand • Singapore • Spain • UK • USA

## New Venture International Chemicals Group UK Senior Financial Accountant

### Thames Valley

**Excellent Salary + Benefits**

Our client is a multinational joint venture, planning to combine highly successful businesses currently operating as part of two of the most prestigious names in the petrochemical industry. Employing 2,000 people worldwide and with an initial annual turnover in excess of \$1.5 billion, it has ambitious plans to be at the cutting edge of technological development, manufacturing and customer service. Operating in a truly global market, it will place great emphasis on the development and empowerment of employees, in an open, team-based environment in which personal responsibility will be encouraged and rewarded.

Reporting to the UK Finance Manager and heading a small team, responsibilities include:

- ◆ Assisting in establishing and developing an effective accounting, management information and financial controls framework for the joint venture.
- ◆ Production of monthly joint venture accounting and reporting information.

**Michael Page**

FINANCE

Australia • China • France • Germany • Hong Kong • Italy • Netherlands • New Zealand • Singapore • Spain • UK • USA

**GlaxoWellcome**

## Group Reporting Accountant

up to £45,000 + BENEFITS

### WEST LONDON

Glaxo Wellcome is a leading research-based pharmaceutical company at the forefront of innovation within the industry. With its shares listed on the stock exchanges in London and New York, it has sales of £8 billion in over 150 markets and 54,000 employees worldwide.

Following an internal promotion, Glaxo Wellcome wishes to appoint a new Financial Reporting Accountant at their global headquarters in Greenford. The Financial Reporting team is responsible for the production of quarterly consolidated Group accounts and the preparation of the Group's externally published financial reports in accordance with legal and listing requirements.

Working within this high profile team your responsibilities will encompass:

- Generation, analysis and interpretation of consolidated financial data and reports.
- Development of financial reports so as to achieve a fair and balanced portrayal of Glaxo Wellcome's business performance.

- Liaison with Group companies and head office departments on accounting issues.
- Continuous improvement in the consolidation process.
- Review and implementation of new accounting requirements as they affect Glaxo Wellcome.

Prospective candidates will be qualified accountants, either from industry with relevant experience or making a move from practice.

You will need strong accounting skills and up-to-date technical knowledge, a commitment to quality and good interpersonal and organisational skills.

Interested applicants should forward an up-to-date curriculum vitae including current remuneration and daytime contact number to Keith Mackenzie at Michael Page Finance, Europa House, Church Street, Old Isleworth, Middlesex TW7 6DA, or fax on 0181 847 5703 or e-mail: [keithmackenzie@michaelpage.com](mailto:keithmackenzie@michaelpage.com) Please quote reference 450155.

c £44,000 + Car + Benefits

## Business Analyst

### Acquisitions, Mergers & Bidding

"The telecommunications market is one of the most rapidly changing in the world today. Telecommunications networks are society's nervous system, critical to industrial competitiveness and social cohesion".

### Middlesex

With the liberalisation of the global telecoms market, this company with a worldwide presence, annual sales in excess of £10 billion and listed on all three major stock exchanges, is undergoing a rapid global transformation.

To facilitate this change, there is now a need for a Business Analyst to support the development of commercial opportunities, including new mobile telecom licences and acquisitions, through providing financial and business evaluations.

Your responsibilities will include:

- Financial and commercial evaluations of new business opportunities, particularly acquisitions.
- Investment appraisal and company valuation through developing financial models for investments.
- Analysis of financing packages in conjunction with corporate finance.

- Development and monitoring of strategic business plans including KPI measurement.

The successful candidate will be an ambitious qualified accountant with first class technical ability, ideally from a corporate finance background and with the experience of commercial evaluations, modelling skills and development of corporate strategy. You will need to display a hands-on approach and excellent communication and self management skills. You will be able to work in a multi disciplinary team environment. This role will involve international travel.

Interested applicants should forward an up-to-date curriculum vitae including current remuneration and daytime contact number to Keith MacKenzie at Michael Page Finance, Europa House, Church Street, Old Isleworth, Middlesex TW7 6DA, or fax on 0181 847 5703 or e-mail: [keithmackenzie@michaelpage.com](mailto:keithmackenzie@michaelpage.com) quoting ref 413794, [www.michaelpage.com](http://www.michaelpage.com)

**Michael Page**

FINANCE

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**Jones**  
European Finan

**GROUP FINANCIAL**  
LEADING WORLDWIDE

**colnet**

**FINANCE DIRECTOR**

## Internal Business Review

*Market leading service organisation*

### West London, nr Heathrow

Our client, a £300 million, UK based, major service organisation is a market leader in its field. Established for over 100 years, it has developed a renowned, well respected, household brand name which has been built by valuing the principles of integrity, excellent service and professionalism.

An opportunity exists for an in-house expert to assist the Director of Business Support and Audit in the management of the Internal Business Review function. The main focus of this position is to add value in terms of the evaluation and control of business risk and improvements to business processes and systems. The role will involve liaison to Director level within the business, as well as contact with various external agencies.

This is an excellent entry role into a well established company and there are likely to

c £40,000 Package + Bens

be several opportunities for the successful candidate to progress into a line role.

Applicants will be professionally qualified, graduate calibre accountants with excellent written and verbal communication skills. Other key attributes will be the ability to rapidly assimilate and analyse varying situations and to use modern management and analytical techniques.

Interested applicants should forward a comprehensive CV, including a daytime telephone number and details of present remuneration to Sarah Tydesley at Europa House, Church Street, Old Isleworth, Middlesex TW7 6DA. Fax 0181 847 5703 or e-mail: [sarah@tdesley@michaelpage.com](mailto:sarah@tdesley@michaelpage.com) Please quote reference 447222. [www.michaelpage.com](http://www.michaelpage.com)

**Michael Page**

FINANCE

Australia • China • France • Germany • Hong Kong • Italy • Netherlands • New Zealand • Singapore • Spain • UK • USA

## ATKEARNEY

### UK Financial Controller

AT Kearney is a world leading multi-disciplined management consultancy with a presence in over 30 countries. Consistently strong growth has been achieved by developing long term relationships within an impressive client portfolio, whilst also aggressively exploring emerging markets.

**W1**  
The role of UK Financial Controller plays a central part in the success of the UK office by being the key figure in all financial matters and will be expected to further develop the role in order to maximise profitability.

Reporting to the European Financial Controller in Düsseldorf and supporting the Managing Director in London, you will be the senior finance person in the UK.

Your varied brief will include:

- Leading a team of dedicated finance staff to comply with all statutory requirements for the UK and Asian operations liaising with auditors, fiscal and legal authorities.
- Cost, job and intercompany accounting.
- Liaising closely with unit heads and project controllers providing statistics and data to control work-in-progress on long term projects of up to £500 million.
- Provide in-depth commercial analytical support for future projects.

c £60,000 + Bonus + Car + Benefits

- Ongoing liaison with consultants, assessing project budgets and providing ad hoc information/support.

Suitable candidates will ideally be graduate qualified chartered accountants from a 'Big 5' background. You will have gained approximately five years commercial control experience, preferably leading a team in an international environment and be ready to take your career to the next stage as a platform for further development. Having the credibility to develop successful relationships and influence contacts across functions, both internally and externally, is paramount, as is an exceptional attention to detail and the ability to provide commercial support in an efficient professional manner.

This is an outstanding opportunity for an ambitious business professional to join a highly respected global organisation.

Please send your CV to Neil Murphy at Michael Page Finance, 39-41 Parker Street, London WC2B 5LN, telephone 0171 269 2335 or, alternatively, fax 0171 242 1020. Ref 449977. [www.michaelpage.com](http://www.michaelpage.com) e-mail: [neilmurphy@michaelpage.com](mailto:neilmurphy@michaelpage.com)

**Michael Page**

FINANCE

Australia • China • France • Germany • Hong Kong • Italy • Netherlands • New Zealand • Singapore • Spain • UK • USA

**Pfizer**

## Financial Analysts

*Progressive roles within a global pharmaceutical giant*

### Kent

By basing success on discovering, developing and delivering innovation through its people and products, Pfizer has become a global market leader within the pharmaceutical industry. In addition, Fortune Magazine recently voted Pfizer the world's most admired company within the pharmaceutical and healthcare sector. Pfizer's current portfolio contains a number of the leading market brands. Their ability to turnaround research and develop investment into marketable products has resulted in the launch of 10 major pharmaceuticals in less than a decade. Growth in sales and net income have been dramatic and turnover now exceeds \$11 billion.

Based within Central Research, the Financial Analysts will be assigned to specific operationally focused business units. The purpose of the roles is to add value to the planning and reporting process in order to facilitate effective decision making for the product development life cycle.

Key priorities will also include:

- Ongoing enhancement of management information and internal Oracle based MIS.

c £30-40,000

- Co-ordination and reporting on Capex forecasting with an emphasis on the cashflow for the whole of Central Research.

• To provide financial input and analysis to the development Portfolio Management Groups.

• Substantial involvement in the provision and improvement of project accounting systems throughout Central Research.

Due to the high profile nature of these roles, suitable candidates must possess gravitas and the ability to progress within the organisation.

In addition, successful candidates will be qualified accountants, with the inherent ability to understand commercial issues and appreciate the 'Big Picture'.

Interested candidates should send your CV including current remuneration details, quoting reference 438611 to Alastair Robinson at Michael Page Finance, Cygnet House, 45-47 High Street, Leatherhead, Surrey KT22 8AG. Fax 01372 370101. [www.michaelpage.com](http://www.michaelpage.com)

**Michael Page**

FINANCE

Australia • China • France • Germany • Hong Kong • Italy • Netherlands • New Zealand • Singapore • Spain • UK • USA

## Jones Lang Wootton European Financial Controller

Central London c£60,000 + bonus, car and benefits

Jones Lang Wootton is the premier international firm of Real Estate Advisers and Chartered Surveyors developing its business in increasingly global markets. It has some 70 offices worldwide, managed in three regions: Europe, Asia Pacific and North America. The European region accounts for nearly 50% of worldwide turnover with 36 offices in 16 countries.

The European Financial Controller will report to the European COO and will take executive responsibility for all financial planning, analysis, control, accounting, taxation and reporting for the firm's European offices. This will involve close liaison with the local management and with the European management team based in London.

To succeed, you will be a graduate qualified financial manager with around 5-7 years experience outside the profession, in a plc, ideally with an international service company. Certainly you will have had European statutory accounting responsibility, preferably with experience of US reporting. You will also be comfortable with IT and with implementing computer systems.

The successful candidate must be able to demonstrate:

- Proven ability to work in a matrix organisation - requiring good communications, interpersonal and influencing skills plus persuasion and diplomacy.
- Ambition, focus and drive.
- Resilience, toughness and ability to achieve change.

If you are interested in this position and meet the criteria, please send your Curriculum Vitae with current salary details, to Hilary Sears, A.T. Kearney Executive Search, Lansdowne House, Berkeley Square, London W1X 5DH.

Alternatively, fax your details on 0171 468 8004.

ATKEARNEY

## GROUP FINANCIAL CONTROLLER

LEADING MOBILE COMMUNICATIONS ORGANISATION

## M4 CORRIDOR

c.£65,000 + BENEFITS

• Cellnet is a leading network provider of mobile communications services to the UK business and consumer markets. The company was established in 1985 by BT with joint shareholder Securicor:

• Turnover exceeds £1 billion with well over 3 million customers. This market is characterised by multiple tariffs, multiple service offerings and rapid developments in technology.

• This is a challenging opportunity to act in a pivotal role within the Cellnet Finance Group. In addition to reporting, budgeting, tax and treasury responsibilities, there will be significant scope to make a major commercial and strategic input to the development of the group.

- A graduate qualified accountant, with an established record of achievement at senior level in a quoted PLC environment, where finance actively contributes to broader commercial decisions. Must have a distinctly commercial outlook aligned to well honed technical accounting skills.
- Ongoing manager with excellent communication skills, capable of quickly gaining credibility, particularly with non-financial senior management. Energetic, resilient and good under pressure. Comfortable working in a relatively informal non-hierarchical and team orientated business environment.
- Able to contribute to the development of a strong 'best practice' finance function which supports rather than constrains exceptional business performance.

Please apply in writing quoting reference 1704 with full career and salary details to:

Kevin Bishop  
Whitehead Selection  
11 Hill Street, London W1Z 8BB  
Tel: 0171 250 2129, Fax: 0171 250 2085  
www.whiteheadselection.co.uk

Whitehead  
SELECTION

A division of Whitehead Mann Ltd,  
a Whitehead Mann Group PLC company

## FINANCE DIRECTOR

Reading

starting salary c. £50,000

The Intervention Board is the Government Executive Agency responsible for administering the Common Agricultural Policy in the UK. It aims to provide a high quality service for its customers which also represents value for money for taxpayers. The post is based in Reading where our principal office is located. The Agency employs approximately 1,400 people.

We are looking for an exceptional individual to lead and motivate a large team and to manage a substantial running cost budget within our Finance Division. As a member of the Agency's top management team, you will take the lead in developing the organisation's financial and accounting strategy. You will also be responsible for:

- producing regular accounts
- ensuring the regularity and priority of expenditure
- representing the Agency at meetings with Ministers and Parliamentary Committees
- implementing a new Resource Accounting and Budgeting system
- managing IT developments within Finance and Accounts.

Applications are invited from qualified accountants with senior financial management experience, including responsibility for reporting directly to board level on expenditure and accounts. A knowledge of resource based accounting would be an advantage and you should have experience of working with computerised integrated accounts systems in a high transaction environment.

This will be a permanent appointment for which a starting salary in the region of £50,000 is envisaged but more may be available for an exceptional candidate.

Excellent Civil Service benefits include generous holiday leave and a non-contributory pension scheme. For more details and an application form (to be returned by 28th September 1998), write to Capita RAS, Innovation Court, New Street, Basingstoke, Hampshire RG21 2JL, or telephone 01256 488551 (24 hours) or fax 01256 383786/383787. Internet: <http://www.capitars.co.uk> Please quote reference 10370.

An equal opportunity employer

INTERVENTION BOARD

SEARCH &amp; SELECTION

CAPITA RAS

## Finance Director

## EXCITING FLOTATION OPPORTUNITY

£65,000 + Equity + Benefits

Midlands

Our client is an aggressive fast moving organisation involved in a dynamic area of IT services. Already financially successful they are now entering a period of intense growth that will culminate in a flotation in two years time. The senior management team has decided to further strengthen the existing board and recruit a highly capable Finance Director. Reporting to the Chief Executive your responsibilities will include:

- Formulating, implementing and enhancing financial controls and policies throughout the company.
- Advising management on plans for business building and development, implementing programmes for profit enhancement and financial management.

• Integral involvement in the company's acquisition programme from identification through to integration.

This is a challenging and demanding role which will require a pro-active individual with superior communication skills, a grasp of day-to-day management as well as the ability to make an impact at a strategic level. Candidates will be qualified with a minimum of seven years post qualification experience ideally gained within a fast moving, high-tech environment. You will display technical expertise, the necessary commercial focus with initiative and drive. This is an outstanding opportunity to join a fast growth, dynamic environment where the rewards are substantial, including attractive base salary and equity participation.

HARVEY NASH

FINANCE

## Head of Audit

## City

c £75,000

♦ Reviewing, evaluating and advising on the quality and effectiveness of systems, procedures and policies. This is a key appointment requiring strong organisational skills, an inquisitive attitude and a positive, proactive approach to the identification and resolution of business risk issues.

Candidates should have substantial experience in line management or audit within a securities/financial services environment. The successful applicant, probably a qualified accountant, will have the ability to partner effectively with business management and the skills to influence decision making at all levels within the organisation.

If you have the drive and determination to succeed in this role then please send your curriculum vitae, with current salary details to Sarah Hunt or Jason Oakley at Michael Page City, 50 Cannon Street, London EC4N 6JU. Tel: 0171 329 3426 or you can telephone her on 0171 269 1846, e-mail: [sarahhunt@michaelpage.com](mailto:sarahhunt@michaelpage.com)

Michael Page

CITY

London • New York • Paris • Amsterdam • Frankfurt • Milan • Madrid • Hong Kong • Singapore • Sydney



Manganese Bronze Holdings PLC

## GROUP FINANCIAL CONTROLLER

In engineering, you've made an impact at divisional level. Now make a strategic difference in a group-wide role.

£60k package + bonus + share options

With a turnover of £101.7 million, Manganese Bronze Holdings PLC is a UK-based engineering group with two core businesses - tools and components. Last year our Vehicles Division (London Taxicab International) launched the new TXI London Taxi, sales of which recently reached record levels. The taxi is built at Coventry and is supported by a wide dealership network and a range of financial packages. Our Components Division produces metal powders and precision parts for the automotive and other industries from sites in Ipswich and the Midlands.

We are seeking to appoint an ambitious and dynamic accountant of exceptional calibre to the position of Group Financial Controller. This is an outstanding opportunity for a qualified professional who has already made a genuine impact within a substantial engineering company and is ready to move up from operational to group control level.

Here your business acumen and experience will be valued both by corporate management and the operating company management teams with whom you will develop a close understanding and effective relationships. Your ability to identify threats and opportunities within the operating businesses and make a tangible difference to their strategy and profitability will be key.

Success will not be achieved from behind a head office desk but by observing and understanding the businesses at first hand, so regular site visits will be involved. The role will be based at the Group's Head Office in the City and relocation assistance will be available if appropriate.

If you have three to five years' industrial experience and the confidence and credibility to win the immediate trust and respect of the Board, here is your chance to fly high. If you are not good enough to be a PLC Finance Director in a few years time then we have chosen the wrong person. Your ambition must be allied to complete integrity, and your entrepreneurial instinct must be underpinned by strong technical financial skills.

In return, the superb prospects are matched by excellent rewards, with the salary, bonus and share options supported by a flexible package which can include a company car.

Please write with full career history including current remuneration to our consultant: Carol Howe, Howe International Recruitment, The World Business Centre, Newall Road, Heathrow, Middlesex TW6 2RJ. Tel: 0181 263 2704. Fax: 0181 263 2861.

## FINANCIAL CONTROLLER

INTERNATIONAL MULTI-SITE SERVICE SECTOR

c. £55,000 + PACKAGE

## MIDLANDS

• Division of a multi-billion global 1st tier supplier with a current turnover in excess of £500 million and planned growth to more than £1 billion. International market leader in sector with exciting expansion opportunities in Latin America, North America and Asia.

• Reporting to the Divisional Finance Director, this position has a highly operational focus with a broad responsibility for financial planning and control, finance policy, consolidating reporting, decision support and people development.

• Primary tasks are for setting key performance objectives and effective measurements; the implementation of best practice, finance processes and systems; the development and deployment of activity based accounting systems to support decision making; the appraisal and evaluation of major investment decisions, acquisitions and

divestments; and the development of an excellent international finance team to support future growth.

• Graduate and qualified accountant, with comprehensive understanding and significant track record of progression in a leading international blue-chip company. Broad experience in financial management and analysis and likely to have held a head of function role in a smaller business or large division.

• Strong commercial outlook with intellectual ability to manage multiple issues and forge cross-functional relationships in a matrix structure in the UK and overseas. Ability to act as an ambassador for corporate goals and values in a multi-cultural business. A proven leader and team builder with excellent interpersonal and presentation skills, able to gain credibility at senior level.

• This is a high profile role which will provide long term career opportunities to reward success.

Please apply in writing quoting reference 1695 with full career and salary details to:

Toby Lapage-Norris  
Whitehead Selection  
4 The Courtyard, 707 Warwick Road, Solihull B91 3DA.  
Tel: 0121 709 0609, Fax: 0121 709 0479  
www.whiteheadselection.co.uk

Whitehead  
SELECTION

A division of Whitehead Mann Ltd,  
a Whitehead Mann Group PLC company

## Head of Internal Audit

Bank of Cyprus  
(London) Ltd

Central London

The Bank of Cyprus (London) Ltd is the UK banking arm of the premier banking and financial institution in Cyprus. With headquarters in Central London, as business is segmented into Corporate, Personal and Private Banking, and employs around 200 staff. With its impressive growth and profit record, it consistently ranks highly amongst the foreign owned UK banks.

• Reporting to the UK General Manager, you will be responsible for implementation of an internal audit strategy based on a risk orientated review of all procedures and controls. Managing a small but highly motivated team, you will achieve improved economic and operational efficiencies. Because of the nature of the organisation, you will be exposed to broader management issues and, in line with the bank's policy of promoting from within, this role offers an exciting opportunity for personal achievement and real career advancement.

• Suitable applicants will be qualified chartered accountants with a minimum of 18 months postqualifying experience, either in

professional firm of accountants, or from the audit function of a commercial organisation. Greek language skills are essential. Excellent communication skills, a positive management style and a genuine interest in the bank's customer base are pre-requisites.

• A competitive salary and a comprehensive package of banking benefits is offered.

To be considered for this role, please send your curriculum vitae with current salary details and an explanation of how your experience meets these requirements to Gemma Jenkins, Ernst & Young Executive Search & Selection, Rolls House, 7 Rolls Buildings, Fetter Lane, London EC4A 1NH, quoting reference GJ281. Tel 0171 931 2867, Fax 0171 931 1022 or e-mail: [gjenkins@cc.ernst.co.uk](mailto:gjenkins@cc.ernst.co.uk)

ERNST & YOUNG

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PRICEWATERHOUSECOOPERS

EXECUTIVE SEARCH &amp; SELECTION

## FINANCIAL DIRECTOR

WEST LONDON

C. £50,000 PACKAGE

Our client is one of the largest independent security guarding companies in the United Kingdom and has, over many years, acquired an enviable reputation for achieving consistent service and operating standards. This is a unique opportunity for an experienced financial manager to play an influential role within an ever evolving organisation, actively pursuing considerable development and change.

Reporting to the Executive Chairman, you will in managing a small team assume total responsibility for the finance, accounting and administration functions. Active in instigating improved levels of financial awareness, control and discipline across the operations, you will also be required to provide an informed financial perspective on a broad range of business issues. Initial objectives will include the further development of management information and the advancement of management reporting essential to secure the key information to control and plan the commercial success of the organisation.

A graduate qualified accountant, you must be able to demonstrate the relevant level of technical skills, commercial maturity and vision to support the profitable growth and control of business activities. You must be capable of managing and developing the finance/accounting function in an effective and economic manner and be able to apply creative and practical solutions to ongoing and developing issues. A 'hands on' and enthusiastic individual, you must have the appropriate skills and personality necessary to succeed in this entrepreneurial environment.

Please send full personal and career details, including current remuneration level and daytime telephone number and quoting reference AE962 on both envelope and letter, in confidence to:

Adrian Edgell, PricewaterhouseCoopers,  
Executive Search & Selection, Harman House,  
1 George Street, Uxbridge UB8 1QQ

PRICEWATERHOUSECOOPERS

EXECUTIVE SEARCH &amp; SELECTION

## GROUP FINANCE DIRECTOR

HEALTHCARE PLC

NORTH WEST OR SOUTH COAST

SIX FIGURE PACKAGE PLUS OPTIONS

This is an exceptional opportunity to join the board of a fully quoted plc at a time when the company is embarking on rapid organic and acquisitive growth. It possesses excellent technology and full vertical integration in terms of design, development and manufacture. It works in partnership with many of the global healthcare market leaders.

Reporting to the chief executive, you will be expected to make a significant contribution to the financial and commercial development of the business. Functionally responsible for all aspects of financial, legal and information systems management, an immediate priority will be to review and strengthen the planning, budgetary and financial control systems within the group. You will also be expected to maintain close relationships with investors and other financial institutions, provide strategic and operational support to the chief executive and fellow directors and take a leading role in acquisition processes.

A graduate accountant, preferably with plc experience, you must have a broad range of strategic and hands-on operational skills, developed in a blue-chip, international manufacturing and marketing organisation. Experience of implementing management information systems in a manufacturing environment would be an advantage. Above all, you must have the drive, enthusiasm and influence to quickly make an impact. Remuneration will not be a limiting factor for the right individual.

Please send full personal and career details, including current remuneration and daytime telephone number, quoting reference P1474 to:

Peter Jones, PricewaterhouseCoopers,  
Executive Search & Selection, Abacus Court,  
6 Minshull Street, Manchester M1 3ED, or  
E-mail: peter.n.jones@uk.pwcglobal.com

## UK Controller

Direct Seller - Household Products

Exeter - c.£40,000 + benefits

■ Our client, a US based manufacturer and distributor of branded cleaning equipment, consumables and services, was founded in 1963. A predominantly marketing driven organisation, the group is one of the largest direct mail sellers of household products including brand leader vacuum cleaners - selling throughout the Americas as well as the Orient and Europe. With over 1000 employees worldwide, its revenue last year exceeded \$200 million. UK sales operations were set up in 1992. As part of their commitment to strategic growth, the company plans to expand further into Europe from the UK by replacing existing agency and distributor arrangements with a direct sales team.

■ Reporting to the US based European Controller, the appointee will be required to set up the accounting procedures and appropriate IT infrastructure to support the business as it expands, working towards overall responsibility for the UK operations. As a senior member of the management team in Europe, this high profile role offers an exciting opportunity for personal achievement and real career advancement.

■ Suitable candidates will be well educated, qualified accountants with a working knowledge of US GAAP, with preferably some experience of managing a finance function, and including general management experience outside of finance. Excellent communication skills, a positive management style and a genuine enthusiasm in the business are pre-requisites.

To be considered for this role, please send your curriculum vitae with current salary details and an explanation of how your experience meets the requirements to Gemma Jenkins, Ernst & Young Executive Search & Selection, Rolls House, 7 Rolls Buildings, Fetter Lane, London EC4A 1NH, quoting reference GJ267. Tel 0171 931 2967. Fax 0171 931 1022 or e-mail: gjenkins@cc.ernst.co.uk

■ **ERNST & YOUNG**

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## Head of Finance and Operations

M40 Corridor - c. £45,000 + bonus, car &amp; benefits

■ Our client is the UK subsidiary of a NASDAQ listed, rapidly expanding world wide business specialising in the design, manufacture and sale of cosmetic products for the medical sector. The UK company is a sales and distribution business employing 15 people with current sales of £3m which is anticipated to grow significantly in the short/medium term.

■ Reporting to the Managing Director, you will be responsible for the overall running of the Finance, IT, Customer Service and Logistics functions, with an initial emphasis on the development of pertinent financial and management information, and reporting to the European head office. You will become actively involved in wider commercial aspects of the business, such as risk/benefit analysis, contract negotiations and advising on development of the business into new product areas.

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Please send your curriculum vitae together with an explanation of how you believe you meet the criteria for this position and details of current salary to Tim Hastings, quoting reference TH269 at Ernst & Young Executive Search & Selection, Rolls House, 7 Rolls Buildings, Fetter Lane, London EC4A 1NH.

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North West

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- Partnership taxation in conjunction with the firm's tax advisors;
- Improving fee earner understanding of finance related business issues including increased accountability and analysis of departmental performance;
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For further information, contact Andrew Keene on 0171 906 1420. Alternatively, send your CV quoting reference AKFT516, to McGregor Boyall Associates, 114 Middlesex Street, London E1 7HL. Fax 0171 247 7475. Email [mcgregor-boyall.com](mailto:mcgregor-boyall.com) or visit our web site at [www.mcgregor-boyall.com](http://www.mcgregor-boyall.com)

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OPINION

## RECRUITMENT



RICHARD DONKIN

## The ultimate job test

Employee drug testing, commonplace in the US, will become the norm in Europe

The job is almost yours. You are eminently qualified and you breezed through the interview. The pay, conditions, holidays and prospects for advancement look ideal. But there is the minor matter of the drug test. How would you feel about giving a urine or hair sample to your prospective employer?

A book published this week argues that drug testing in the workplace is inevitable and necessary. It criticises the UK government for failing to tackle the issue in its recent white paper on drugs and forecasts that the testing of employees, which has become commonplace in the US, will soon become a dominant issue in the UK.

Patrick Dixon, the book's author, says governments are "scared" of using drug prevention programmes, including workplace testing, even though as many as 70 per cent of all drug users are in work. He argues that "employers should be able to choose to take action where staff are found to test

positive for drug use, if they work in situations where the health or safety of others could be compromised". He believes that drug testing could be combined with a drive against alcohol intoxication.

However reluctant European governments may be to confront such issues, the US experience would suggest that it is the implications of workplace drug testing are researched and debated before inappropriate legislation is enacted that does not fully consider civil liberties and the fairness and use of the test.

Employee drug testing in the US has grown into a \$340m a year industry. By January 1998, says the book, some 51 per cent of large US companies were testing for drugs, covering 40 per cent of the workforce. Some 25 per cent of employers with workforces of more than 2,500 people had drug policies and 91 per cent had drug testing programmes. Federal policy is to spread the use of testing into small businesses, which would

bring some 57 per cent of the workforce into the net.

Drink and drug problems are rife in some US industries. The US construction industry has reported substance abuse by up to one in four workers. One survey of 250 large and small companies found that one-third viewed drugs and alcohol as problems; and half of the companies said they would sack an employee on the spot if they were found to be under the influence of drugs or alcohol at work.

Testing, says Dr Dixon, has made significant inroads into preventing drug abuse, although one example given in the book perhaps says more about the creation of social problems by irresponsible employment policies than it does about abuses by employees. He quotes a plastics company in the mid-west where some staff took stimulants to keep awake when management increased the normal eight-hour shift to 12 hours in an attempt to raise production.

When the safety manager began to find powder residues and razor-cut marks on equipment he realised

that amphetamine addiction had become widespread. The company estimated that between 15 and 20 per cent of the workforce were taking drugs often on the job, and began testing in line with a drugs education and prevention programme. Drug taking had fallen to "negligible levels" within a year, writes Dr Dixon.

He cites another example of a Wisconsin cardboard factory whose insurers became concerned about an unexpectedly high level of accident claims. The introduction of random drugs testing and education programmes reduced accident claims by 72 per cent the following year and led to an 80 per cent decrease in days lost because of injuries.

According to figures quoted by Manpower, the employment agency, SmithKline Beecham, which carried out some 5m drug tests among its US workforce last year, reported that 5 per cent tested positive for illegal substances down from 5.8 per cent in 1995. Drug use has declined each year, says the company, since 1994 when 7.5 per cent of its US workers tested positive. Cocaine use, which had accounted for almost a quarter of all positive tests in 1996 had dropped to 16 per cent of positive tests in 1997, although marijuana use had increased.

The company has recently become worried about workers trying to cheat tests

by adding nitrates to their urine samples. Employee testing is spawning a flood of new products, some of which are designed for drug detecting and others which claim to produce negative test results. Advice is also appearing on the internet, including a "guide to passing a piss test". Company urine testers are referred to colloquially by civil liberties organisations as "bladder cops".

Dr Dixon quotes studies in the US that claim substance abusers, including those with an alcohol problem, are a third less productive than other workers and are three times more likely to be late.

But US civil liberties groups make a distinction between those who use cannabis and those who drink, claiming that cannabis users have better absenteeism records than alcohol users.

The American Civil Liberties Union has accused US companies of wasting millions of dollars a year on urine testing. But few might oppose the safety argument for drug testing in transport. The US Department of Transport, for example, has the largest drug testing programme in the world, covering 5m workers. Those who test positive are referred for professional help.

While the case for the use of testing in transport may be compelling, it may be far less so for its routine adoption across all sectors.

Recent controversies over the use of drugs in sport have demonstrated that the issues are unclear. European governments will find it increasingly difficult to avoid the issue for much longer as US companies with a European presence seek to impose their drug testing policies more widely. Companies will need guidance.

Drug testing should only be introduced after a company has a written substance abuse policy, supervisory training, and employee education and assistance programmes.

The need to do something may well be driven by commercial pressures ahead of any government initiative. Some companies in the US have found themselves under pressure from insurers to introduce testing among employees. Dr Dixon expects such pressures to emerge in Europe.

"Companies that don't test will go bust. Their insurance premiums will go through the roof," he says. "Workplace drug testing is urgently needed and will be forced on employers for economic and safety reasons."

"The Truth About Drugs by Patrick Dixon, Hodder & Stoughton, £7.99. It is available from FT Bookshop by ringing FreeCall 0500 500 533 (UK) or +44 181 324 5311 (outside the UK). Free p&p in UK." richard.donkin@FT.com



WORKING BRIEFS

## IoD to provide training and workshops for board directors

The UK's Institute of Directors has launched a new service to provide training, workshops and advice on the role of directors. The service can provide preparatory training for senior executives who are about to join a main or subsidiary board and specific training for existing directors. One area, for example, might be preparing for restructuring or a merger.

The service also offers induction courses for new directors and board appraisal, which can be particularly useful for a family business bringing in new shareholders or for those undertaking a management buy-out or buy-in. "The consultancy is a response to a growing number of requests for training and consultancy for boards and senior managers within their own company," says David McWilliam, the head of the new service. +44 171 766 8834/8837

**Ageism advice**  
Ageism among recruiters is damaging the job prospects of older graduates, according to the Employers Forum on Age and the Association of Graduate Careers Advisory Services. They have issued an advice sheet for mature graduates seeking work. Some graduates as young as 29, they say, have had problems getting a place on graduate entry schemes. Details: +44 1227 782285

may benefit from lessons learned by those who have already established them, which are included in a new report from the UK's Involvement and Participation Association.

The study is based on interviews with management and employees in 26 companies who have already set up works councils. Most set them up during the UK opt-out from the European Union directive.

Rachel Sloan, the report's author, says that the best works councils have developed a clear policy on issues such as disclosure, appropriate levels of consultation and whether the council has any legitimacy in corporate decision-making. European Works Councils: Moving Forward with Employee Consultation, £10. +44 171 354 8040

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All direct responses will be forwarded to Walker Hamill

ING Barings is the registered and trade name used by ING Bank N.V. and certain of its subsidiaries for the conduct of its corporate and investment banking business.

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Zur Vorbereitung eines persönlichen Gedanken austausches übersendende Sie uns bitte Ihre kompletten Bewerbungsunterlagen. Selbstverständlich stehen wir Ihnen vorab für ein fernerndliches Gespräch unter dem unten angegebenen Telefonanschluß zur Verfügung. Absolute Diskretion sowie die Einhaltung von Sperrvermerken sichern wir Ihnen zu.

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liaise with the industry, The Investors Compensation Scheme and a wide range of other interested bodies. You will also be responsible for ensuring the FSA delivers an effective consumer awareness campaign.

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### BANK EXAMINERS OF INVESTMENT PRODUCTS

- The Bank Examiner of Investment Products will be responsible for field inspection of bank dealing rooms, investment companies, money changes, and all business entities involved in investment, marketable securities, foreign exchange and derivatives business.
- The ideal candidate should have at least five years' experience on managing investment, marketable securities, foreign exchange plus having good knowledge about derivatives.

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- The Investment Analyst will be responsible for managing investment in treasury deposits, government securities, other marketable securities, and foreign exchange.
- The ideal candidate should have at least five years' experience on managing investment in fairly active organisations, banking and financial institutions.

Interested candidates should forward their CV together with recent photo before end of September 1998 to Mr. Salim Al-Adab, Manager Personnel Division - PO Box 854 Abu Dhabi: Fax No.: (971-2-665978).

Response will be sent to all applicants with date and place of the interview for the selected ones.

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